



**Report of:** Tony Cooke (Chief Officer, Health Partnerships)

**Report to:** Leeds Health and Wellbeing Board

**Date:** 30 September 2020

**Subject:** Connecting the wider partnership work of the Leeds Health and Wellbeing Board

Are specific geographical areas affected? If relevant, name(s) of area(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## Summary of main issues

This report provides a summary of recent activity from workshops and wider system meetings, convened by the Leeds Health and Wellbeing Board (HWB). The report gives an overview of key pieces of work across the Leeds health and care system, including:

- Reducing health and care inequalities for some of our most vulnerable populations: Priority Neighbourhoods and for our street based populations
- Shaping a Leeds for future generations
- Coronavirus:
  - Impact of coronavirus on health inequalities in Leeds
  - Learning from responding to the coronavirus
  - Experience of care homes
  - Leeds System Resilience Plan Update

## Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

## **1 Purpose of this report**

- 1.1 The purpose of this report is to provide a public account of recent activity from workshops and wider system meetings, convened by the Leeds Health and Wellbeing Board (HWB). It contains an overview of key pieces of work directed by the HWB and led by partners across the Leeds health and care system.

## **2 Background information**

- 2.1 Leeds Health and Wellbeing Board provides strategic leadership across the priorities of our Leeds Health and Wellbeing Strategy 2016-2021, which is about how we put in place the best conditions in Leeds for people to live fulfilling lives – a healthy city with high quality services. We want Leeds to be the best city for health and wellbeing. A healthy and caring city for all ages, where people who are the poorest improve their health the fastest. This strategy is our blueprint for how we will achieve that.
- 2.2 National guidance states that: to make a real difference for the people they serve, Health and Wellbeing Boards need to be agents of change<sup>1</sup>. With good governance, the Leeds Health and Wellbeing Board can be a highly effective ‘hub’ and ‘fulcrum’ around which things happen.
- 2.3 This means that the HWB is rightly driving and influencing change outside of the ‘hub’ of public HWB meetings. In Leeds, there is a wealth and diversity of work that contributes to the delivery of the Strategy.
- 2.4 Given the role of HWBs as a ‘fulcrum’ across the partnership, this report provides an overview of key pieces of work of the Leeds health and care partnership, which has been progressed through HWB workshops and wider system events.

## **3 Main issues**

- 3.1 The Health and Wellbeing Board convened a Board to Board session on 11 March 2020 and 09 July 2020. These sessions bring together a larger number of health and care partners (50+) to discuss key strategic topics, share perspectives and progress collective actions to support the delivery of the Leeds Health and Wellbeing Strategy. This approach is unique to Leeds and ensures that everyone is joined up and working towards the same goals for the city and for our citizens.
- 3.2 In Leeds our health and care system leaders are committed to a city first and organisation second approach at all levels through the following principals of approach:

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<sup>1</sup> *Making an impact through good governance – a practical guide for Health and Wellbeing Boards*, Local Government Association (October 2014)

Principles of our approach		In everything we do
<p><b>We start with people</b></p> <p>Working with people instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds' citizens, carers and workforce.</p>	<p><b>We deliver</b></p> <p>Prioritising actions over words. Using intelligence, every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.</p>	<p><b>We are Team Leeds</b></p> <p>Working as if we are one organisation, being kind, taking collective responsibility for and following through on what we have agreed. Difficult issues are put on the table, with a high support, high challenge attitude.</p>

### Leeds Health and Wellbeing Board: Board to Board Session (11 Mar 2020)

3.3 At this session the following areas were discussed:

#### Reducing health and care inequalities for some of our most vulnerable populations: Priority Neighbourhoods

3.4 HWB: Board to Board received an overview of how Priority Neighbourhoods, LCPs and Children's locality arrangements and how they are working closer as one system to improve the health of the poorest the fastest.

3.5 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed the following:

- Recognition that the investment into locality arrangements provides the opportunity to influence a broader set of resources in terms of workforce and wider budgets of organisations.
- Work to engage with the private sector, particularly, SMEs in communities, to tackle poverty and health inequalities by maximising opportunities through the Inclusive Growth Strategy and Industrial Strategy.
- A continued commitment to ensure that priority neighbourhoods, LCPs and clusters continue to work closer together and with local communities to have a clear shared approach.

#### Powering our Partnership: Reducing health and care inequalities for and with our street based population

3.6 HWB: Board to Board received an overview of the challenges facing our street based populations and opportunities for the city to work in a more integrated way to improve outcomes and the opportunities to develop this further through a city wide summit.

3.7 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed to:

- Support for health and care system leaders to work with Safer Leeds in shaping and contributing to the city wide summit on the cross cutting street based population agendas.

- Ensure that the citywide summit brings in the voices of people from street based populations.
- Take into account and explore how mainstream services can support street based populations in the appropriate partnership boards / groups.

### Shaping a Leeds for future generations

3.8 At previous HWB: Board to Board sessions, attendees had agreed the need to create the space at future sessions for moving the system beyond the important short term challenges to better understand the longer term strategic challenges faced by the city. HWB Board to Board welcomed back Prof. Paul Stanton who building on his previous presentation in Dec 2019, spoke on the strengths and challenges of Leeds and our opportunities for further progress in challenging times. This covered:

- Leeds having a firm basis for excellence and deepening integration through a strong health and care system that is driven by a proactive Health and Wellbeing Board and outstanding organisations.
- Strengthening and mainstreaming Third Sector involvement as a strategic driver alongside the Leeds Health and Wellbeing Strategy, Inclusive Growth Strategy and Climate Change.
- Strengthening the focus on locality working and Leeds Left Shift.
- Mainstreaming excellence in prevention and integration of health and care.
- Building on and strengthening our approach to Priority Neighbourhoods and improving the health of the poorest the fastest through the Industrial Strategy, Inclusive Growth Strategy and co-developing existing or new forms of health assets (e.g. green/blue spaces, culturally enriching/celebrating local communities).
- Developing a clear 'road map' to integration and seamless journeys of care.

3.9 HWB: Board to Board agreed for these series of presentations to be used to inform future health and care strategy and plans.

### Leeds Health and Wellbeing Board: Board to Board Session (09 July 2020)

3.10 HWB: Board to Board had focused discussions around readying the health and care system to respond to the coronavirus on 11 March 2020 with the full session on 09 July 2020 focused on its impact as a city. The session covered the following areas:

### How have people of Leeds been impacted by the coronavirus?

3.11 HWB: Board to Board received an overview of the impact of coronavirus on health inequalities in Leeds. This included:

- Hearing the experiences faced by third sector organisations and of BAME communities in Leeds through Shanaz Gul ([Hamara](#)) and Heather Nelson ([Black Health Initiative](#)).
- Overview of key headlines of the impact of coronavirus on health inequalities.

- How Leeds is embracing tackling health inequalities as the primary lens to consider reset; the 'new normal'; and beyond through partnership boards / groups and the newly established Tackling Health Inequalities Group.

3.12 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership boards / groups agreed the following:

- The next iteration of the Leeds Health and Care Integrated Commissioning Framework to explore a different way of commissioning as a system that responds to inequalities, particularly those facing people from BAME communities.
- Leeds Anchors Network to develop how they support, work with, enable and create aspiration and opportunities in communities facing the highest inequalities.
- Leeds Workforce Board and Leeds Health and Care Academy to explore actions to improve representation and support for people from BAME communities at all levels of the health and care system.
- All boards / groups challenging themselves around inclusion, diversity and decision making with people with lived experience.
- Agreement to:
  - Ensure representatives on the Tackling Health Inequalities Group are supported.
  - Ensure future actions and conversations in relation to health inequalities are rooted in community participatory conversations with those most affected.
  - Ensure action on this issue within each organisation, includes engagement with communities; resource realignment; strategic commissioning (where relevant); service provision (where relevant).
  - Jointly commit to collective actions across the system.
  - Use a Health Inequalities Impact tool for all reset work and future planning
  - Ensure that ethnicity data is collected and recorded comprehensively.

### **What can we learn about how we have responded as a health and care system?**

3.13 HWB: Board to Board received an overview of learning to date from responding to the coronavirus as a health and care system. This included key approaches that had a positive impact and case study examples from the Leeds Mental Wellbeing Service and Leeds Teaching Hospitals Trust.

3.14 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership boards / groups agreed the following:

- Work to shape the culture change needed to meet the challenges and maximise the opportunities ahead.
- Identified the following as 'top opportunities' to build on and further embed as a system from learning to date:
  - Keep focused on developing partnerships / maintaining newly formed partnerships with a clear and galvanising purpose.

- Continue to enable staff and citizens to flourish by maintaining more agile, innovative and creative ways of working.
- Bring together work happening across the city to ensure people are digitally included.
- Continue to improve information flow – finding appropriate ways to unblock issues to support integrated working at all levels.

### Experience of people in care homes

3.15 HWB: Board to Board received an overview of the experience of the care homes sector, which included:

- An overview of the Healthwatch Leeds report on the impact of the coronavirus on care homes, 'What are relatives of care home residents in Leeds saying about their family member's emotional wellbeing' (June 2020) highlighting the:
  - Vital role of families in terms of support to residents – practical and emotional
  - Huge impact on emotional wellbeing of not being able to see relatives
  - Challenges for people with dementia or visual/hearing impairments
  - Absolute importance of communication between care homes and relatives
- An overview of the impact of COVID-19 on the care home market, the support provided and the challenges to sustainability going forward.

3.16 HWB: Board to Board emphasised the importance of the health and care system in ensuring a sustainable and well supported care home model for Leeds and enabling this through the appropriate partnership boards / groups.

### System resilience

3.17 HWB: Board to Board received an overview and update from West Yorkshire & Harrogate Integrated Care System (WYH ICS) and the Leeds System Resilience Plan on current and future planning in responding the coronavirus. This included:

- A review across WYH ICS is occurring around the impact on people from BAME communities during 2020.
- Overview of the NHSE financial planning implications for Leeds and financial impact on Leeds City Council.
- Overview of the Leeds Multi-Agency Arrangements for COVID-19 with Health and Social Care Gold undertaking the remit of the System Resilience Assurance Board.
- Overview of the Leeds System Resilience Plan and planning for winter 2020/21 around demand, workforce and other areas in the context of coronavirus from health and care partners.

3.18 HWB: Board to Board agreed to continue to support the development and delivery of the Leeds System Resilience Plan using learning to date on how the system responded to the coronavirus.

## **4 Health and Wellbeing Board governance**

### **4.1 Consultation, engagement and hearing citizen voice**

4.1.1 Health and Wellbeing Board has made it a city-wide expectation to involve people in the design and delivery of strategies and services. A key component of the development and delivery of each of the pieces of work for the HWB: Board to Board session is ensuring that consultation, engagement and hearing citizen voice is occurring.

### **4.2 Equality and diversity / cohesion and integration**

4.2.1 Each of the pieces of work highlighted in this report, through the strategic direction of the Health and Wellbeing Board, is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

4.2.2 Any future changes in service provision arising from work will be subject to governance processes within organisations to support equality and diversity.

### **4.3 Resources and value for money**

4.3.1 Each of the pieces of work highlighted in this report evidences how the Leeds health and care system are working collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The volume of partnership working is testament to the approach taken – sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long term commitment to financial sustainability.

### **4.4 Legal Implications, access to information and call In**

4.4.1 There are no legal, access to information or call in implications arising from this report.

### **4.5 Risk management**

4.5.1 Risks relating to each piece of work highlighted is managed by relevant organisations and boards/groups as part of their risk management procedures.

## **5 Conclusions**

5.1 In Leeds, there is a wealth and diversity of work and initiatives that contribute to the delivery of the Leeds Health and Wellbeing Strategy 2016-2021 which is a challenge to capture through public HWB alone. This report provides an overview of key pieces of work of the Leeds health and care system, which has been progressed through HWB workshops and events with members.

5.2 Each piece of work highlights the progress being made in the system to deliver against some of our priorities and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

## **6 Recommendations**

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

## **7 Background documents**

7.1 None.

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**How does this help reduce health inequalities in Leeds?**

Each of the pieces of work highlighted in this report, through the strategic direction of the Health and Wellbeing Board, is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

**How does this help create a high quality health and care system?**

National guidance states that: to make a real difference for the people they serve, Health and Wellbeing Boards need to be agents of change. The Leeds Health and Wellbeing Board is rightly driving and influencing change outside of the ‘hub’ of public HWB meetings to ensure that the wealth and diversity of work in Leeds contributes to the delivery of the Strategy. The Board is clear in its leadership role in the city and the system, with clear oversight of issues for the health and care system.

**How does this help to have a financially sustainable health and care system?**

Each of the pieces of work highlighted in this report evidences how the Leeds health and care system are working collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The volume of partnership working is testament to the approach taken – sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long term commitment to financial sustainability.

**Future challenges or opportunities**

In the wealth and diversity of work there is an ongoing opportunity and challenge to ensure that the Board, through its strategic leadership role, contributes to the delivery of the Strategy in a coordinated and joined up way that hears the voices of our citizens and workforce.

<b>Priorities of the Leeds Health and Wellbeing Strategy 2016-21</b>	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	X
Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X