

# Leeds Health and Wellbeing Strategy Refresh – a strategy to 2030

Date: 21 March 2023

Report of: Chief Officer, Health Partnerships

Report to: Scrutiny Board (Adults, Health and Active Lifestyles)

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

## Brief summary

Since 2012 it has been a statutory requirement to have a Health and Wellbeing Strategy. The current Leeds Health Wellbeing Strategy (HWS) covers the period of 2016-21 providing a framework for improving health and for making Leeds the best city for health and wellbeing.

This report provides a further update to Scrutiny Board of the approach to the refresh of the Leeds Health and Wellbeing Strategy and the work undertaken to develop the strategy. This report includes the current working draft of the HWS refresh.

## Recommendations

Scrutiny Board members are asked to:-

- Note the updates to the refresh of the Leeds Health and Wellbeing Strategy
- Note the work that has been undertaken across the Partnership as part of the refresh of the Health and Wellbeing Strategy
- Provide further comments on the attached working draft of the Strategy.

## What is this report about?

1. This report provides a further update to Scrutiny Board about the approach to the refresh of the Leeds Health and Wellbeing Strategy and the work undertaken to develop the strategy. This report includes the current working draft of the HWS refresh.

## Recent developments of the refreshed Leeds Health and Wellbeing Strategy

2. The paper to the Adults, Health and Active Lifestyles Scrutiny Board in October 2022 noted the pausing of the strategy review during Covid and the subsequent process for review resumed in September 2022 (report attached [here](#)). A series of events including two Health and Wellbeing Board (HWP) workshops (in October 2022 and January 2023) have taken place and the development of aligned strategies (such as Inclusive Growth, Climate and the Marmot City Commitment) has also informed the refresh HWS strategy drafting. Conversations with key partners will be continuing over coming months until a final draft HWS is presented to Health and Wellbeing Board later in 2023.
3. Feedback from colleagues in children's services, public health, third sector, social care and economic development has helped refine the language and achieve clearer focus on each of the twelve priorities. Further comments, particularly from people themselves in the Big Leeds Chat, from elected members, the third sector and Healthwatch Leeds has emphasised the importance of reflecting real peoples experience of accessing services and the post-pandemic challenges.
4. Recent engagement has also highlighted the importance of the HWS refresh having an even stronger focus on tackling inequality and the wider determinants that drive demand for healthcare whilst at the same time focusing on improving the quality of provision. This also includes working to drive improvements in peoples experience of health provision and being clear about the extent of the challenges the system faces.

Issues highlighted include:

- Challenges accessing GP appointments in some areas particularly for older people
  - Increasing waiting times and targets missed for elective care pathways including cancer
  - Challenges meeting demand for mental health services despite effective service provision once services are accessed e.g. children's services and neurodiversity
  - Access to NHS dentistry for both children and adults
  - Increasing numbers of people presenting with long term conditions and disabilities and the subsequent impact on healthy life expectancy
  - Inequalities evident in accessing some services and subsequent treatment/prescribing patterns showing disadvantages for some groups, for example access to vaccinations for black and minority groups and to hormone replacement therapy for women living in more deprived areas of the city
  - Workforce issues such as recruitment, sickness and workplace stress post-pandemic
  - Concern about the ongoing and increasing impact of challenging financial settlements on all services.
  - There is a strongly expressed view that the strategy should emphasize how these factors have impacted on real people and their lives through clear person-based narratives that build on user-focused conversations at the Health and Wellbeing Board
5. The points below include some of the additional key headlines from recent engagement which will be further incorporated into the development of the refreshed HWS including the up to date thinking on the 12 draft proposed refreshed priorities:
    - Clarity about the role of all partners in the delivery of the strategy recognising the important role of the whole ecosystem of health and care in delivering work which improves people's health and wellbeing outcomes.
    - Articulating clearly how the strategy relates to tackling health inequalities in neighbourhoods and communities across Leeds recognising different parts of the city will have different needs.

- Ensuring an effective balance of data and lived experiences to track progress of strategy delivery, including utilising further key citizen engagement opportunities like the Big Leeds Chat to measure progress.
- Importance of citizen involvement in conversations about their health and care and access to services including communities of interest groups.
- Strong support for maintaining the direction of the current strategy with refinements to reflect the current context post-Covid including new NHS governance, demographic changes and the cost of living crisis
- The need to articulate a clear narrative to underpin priority areas that explains the changes the health and care system and its partners need to make over coming years whilst ensuring that a 'golden thread' of prevention, integration and reducing inequality runs through the strategy
- Ensure this narrative is rooted in a #TeamLeeds approach that places a focus on how people feel about, and engage with, the health and care system. This should also be asset based and community focused
- Keep twelve priorities but don't group into sub-headings as this adds complexity
- Clarify key indicators but work closely with partners to ensure these are meaningful and can clearly be used to explain progress and improved outcomes by 2030
- Use clear delivery plans for priority areas that don't currently have existing plans in particular the re-prioritised work on housing, employment, inequality and research
- Ensure the Health and Wellbeing Board has a balance between 'deep dives' into key priorities and understanding progress across the system as a whole
- The strategy shouldn't impose new plans where those already exist but should align to existing plans for example the Healthy Leeds Plan and Mental Health Strategy
- Consider the addition of transport and culture as key areas influencing health.

### **The working draft of Leeds Health and Wellbeing Strategy refresh**

6. The current working draft is attached at Appendix 1 of this report. This draft will be further developed over the coming months further strengthened by continued engagement with stakeholders and groups.
7. Several strong features of the current strategy, including those shared previously with Scrutiny Board, remain relevant today and key to our ambitions and priorities. These have informed the narrative and approach of the working draft HWS refresh. Additionally, to further enhance our approach to the refresh of the HWS, we will:
  - Describe a clear narrative of both the health inequality challenges and how we want the city to look like by 2030 under each priority
  - Have citizen involvement and communities of interest at the heart of our approach including thinking more innovatively about how we further embed the voices of communities in how we measure progress
  - Action plans for key areas with existing approaches – not creating any duplication of established plans and priorities
  - A stronger alignment to existing key strategies including at the city and regional level.
8. The HWS refresh will be a strategy to 2030 to provide flexibility to changing national priorities and enable longer term planning. The framework of the strategy will have focused priorities with equality, diversity and inclusion at the heart supported by clearer outcomes.

9. Engagement with the Health and Wellbeing Board and partners has also supported the development of the 12 proposed priorities in the working draft attached to this report. These priorities are:

- 1) A Child Friendly and Age Friendly City where people have the best start and age well
- 2) Strong, engaged and well-connected communities
- 3) Improving housing for better health
- 4) Safe and sustainable places that protect and promote health and wellbeing
- 5) A city where everybody can be more active, more often
- 6) A strong economy with good local jobs for all
- 7) Maximise benefits of world leading research, innovation and health and care technology
- 8) Promoting prevention and improving health outcomes through an integrated health and care system
- 9) An inclusive, valued and well-trained workforce
- 10) Support for carers and enable people to maintain independent lives
- 11) The best care in the right place at the right time
- 12) A mentally healthy city for everyone

### **The West Yorkshire Partnership Strategy and Healthy Leeds Plan**

10. Improving health and wellbeing outcomes for people and communities across the city will also be supported and delivered together with a range of connecting strategies, plans and commitments. Therefore, it is key that the Leeds HWS refresh also aligns to established and developing strategies such as the Healthy Leeds Plan and West Yorkshire Partnership Strategy. Whilst these plans are distinct in focus, they will all contribute to tackling health inequalities in Leeds following a life course approach, including giving people the best start in life, living well and ageing well.

11 In line with our ethos of subsidiarity, the West Yorkshire Partnership Strategy has been built from neighbourhoods and places to ensure that work is locally led. The place strategies including the Leeds Health and Wellbeing Strategy forms the foundation of the overall Integrated Care Strategy and the refreshed approach will continue to be key in influencing at the regional level. All partners will work together so that people can thrive in a trauma informed, healthy, equitable, safe and sustainable society. This plan is overseen and owned by the NHS West Yorkshire Integrated Care Board closely aligned to the Leeds Health and Wellbeing Strategy.

12 Local places including the Leeds Health and Care Partnership are delivering the Health and Wellbeing Strategy together, overseen by the Health and Wellbeing Board and the Leeds Committee of the NHS West Yorkshire Integrated Care Board.

13 The approach to the refreshes of both the place and West Yorkshire strategies has been inclusive. There has been the opportunity for all members of the Partnership and the wider system to be involved through a networked approach to engagement. Teams developing these strategies continue to work closely and updates of the development of the refreshes and working drafts of the HWS refresh and West Yorkshire Partnership Strategy have been presented together at the Leeds Health and Wellbeing Board. The HWB connection with the Leeds Committee of the West Yorkshire Integrated Care Board is further strengthened by the

link representation of members on both committees including the Independent Chair of the Leeds Committee of the WY ICB and the ICB Accountable Officer (Leeds Place).

- 14 The Healthy Leeds Plan sets out how the Leeds Health and Care Partnership will work together to improve outcomes for everyone in our city. This Plan will be delivered by bringing together key partners in Population Boards focused on a range of priorities such as supporting access to key cancer services. The overarching system goals will directly support the Health and Wellbeing Strategy priorities such as 'the best care in the right place at the right time' and key outcomes such as 'people living longer and having happier healthy lives'.
- 15 The relationship of these strategies will remain key as we move from development to delivery and in the next phase of the development of a five-year Joint Forward Plan building on existing local strategies and plans.

### **Indicators and measuring progress**

- 16 The current HWS strategy has 21 indicators to measure progress against and linked to this, work has been undertaken to identify outcomes, metrics and indicators for the key strategies and plans such as Healthy Leeds Plan.
- 17 Further work will be progressed to simplify and consolidate the number of different metrics and indicators within the refreshed Leeds HWS Strategy and ensure there is alignment with strategies such as the Best City Ambition performance framework (under development), Healthy Leeds Plan and connect to wider connecting strategies such as the West Yorkshire Partnership Strategy.
- 18 The final Strategy indicators should be at the population level and align to the outcomes described in the Strategy whilst also supported with gathering lived experiences to help with understanding the wider impact of our partnership work.
- 19 It is important that the progress continues to be reported to the Health and Wellbeing Board. The Board continually reviews, and challenges actions taken forward reflecting on the progress annually, commissioning a review directed by the Health and Wellbeing Board. It will continue to be guided by the Leeds Health and Wellbeing Strategy and summarises the actions and updates from those who have brought items to the Board and an overview of progress around the priorities and indicators of the Leeds Health and Wellbeing Strategy.
- 20 In understanding lived experiences, we will also explore opportunities in connecting to wider performance frameworks such as the Social Progress Index (SPI). Designed by the Social Progress Imperative, a global non-profit organisation based in Washington DC, the SPI first launched in 2014 and is now used across the world, including by the United Nations, as a comprehensive measure of real quality of life.

### **Visual identity**

- 21 During the Strategy refresh work, the Health and Wellbeing Board considered using an enhanced visual identity which built on the approach utilised in the current strategy and recent developments in the communications of the Leeds Health and Care Partnership.

- 22 A refreshed approach to the look and feel of the strategic documents will be more representative of people who live and work in Leeds to better represent the diversity of the communities of Leeds. It is proposed that approach is used throughout the new Strategy.
- 23 The communications plan behind the HWS refresh is also in development. Through our communications we want to tell the story of the health and care in Leeds and the Leeds Health and Wellbeing Strategy in a clear, consistent and concise way, using content that is memorable and shareworthy. As a result of our communications, we want:
- Stakeholders who will enable the delivery of the Strategy to be enthused to act and buy-into the aims and priorities. This includes extending the call-to-act beyond the health and care system, public sector organisations, and the third sector
  - All people who live and work in Leeds to see the benefits of the Strategy for them, and for all of Leeds
  - To enhance Leeds' reputation, locally, nationally and internationally, as a city that is proactive in tackling health and wellbeing, through collaborative working, led by a strong Health and Wellbeing Board.

### **Timeline and Next steps**

24 As we make progress in the development of the HWS refresh, we are building on the review work which has already taken place before the pandemic and more recent cross partnership engagement. Moreover, as the two other pillars (Inclusive Growth and Zero Carbon) are also being reviewed the timeline below seeks to ensure as close alignment as possible in producing the HWS refresh:

25 There will be two phases in the development of the HWS refresh:

#### **Phase 1: high level timeline to July 2023:**

- **September 2022- December 2022:** Further development in refining strategy via HWB engagement and wider stakeholder engagement.
- **January 2023-May 2023:** Further committee engagement including Health and Wellbeing Board; Executive Board and Health and Care partnership organisational bodies engagement for endorsement and comments.
- **June 2023-July 2023:** Final design of the refreshed HWS document and associated products; Engagement across health and care partnership workforces promoting HWS refresh and formal public launch of HWS refresh

#### **Phase 2: from July 2023:**

- The second phase will be to work with the Leeds Health and Wellbeing Board and partners to agree clear plans under each of the priorities. This second phase should include capturing existing work underway which are contributing to the delivery of the HWS.

## What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?  Yes  No

26 The Health and Wellbeing Board has made it a city-wide expectation to ensure the voices of citizens are reflected in the design and delivery of strategies and services. The October 2022 Scrutiny Board paper highlights the wealth of sources which will inform the development of the HWS refresh including key engagement via the Big Leeds Chat. This report further highlights the range of engagement with stakeholders to inform the development of the HWS refresh.

## What are the resource implications?

27 There are no specific resource implications from this report. A continued feature of the HWS refresh will be reaffirming the aim of spending the Leeds £ wisely under the strategic leadership of the HWB- sharing or integrating resources, focusing on outcomes and seeking value for money as part of a continued long term commitment to financial sustainability.

## What are the key risks and how are they being managed?

28 Risks relating to each piece of work which will be connected to the refreshed priorities will continue to be managed by relevant organisations and boards/groups as part of their risk management procedures.

## What are the legal implications?

29 Risks relating to each piece of work which will be connected to the refreshed priorities will continue to be managed by relevant organisations and boards/groups as part of their risk management procedures.

## Options, timescales and measuring success

### What other options were considered?

30 The process of the HWS refresh began in 2020 but was paused due to the Covid -19 pandemic. As this work now resumes, a clear timeline has been highlighted and agreed by the Health and Wellbeing Board regarding the development of the HWS refresh.

### How will success be measured?

31 This report highlights that work will be progressed to simplify and consolidate the number of different metrics and indicators within the refreshed Leeds HWS Strategy and ensure there is alignment with connecting strategies.

### What is the timetable and who will be responsible for implementation?

32 The timeline of the development of this strategy is included in point 25 of this report.

## Appendices

- Appendix 1 - Developing working draft of the refresh of the Leeds Health and Wellbeing Strategy.

## Background papers

- None.