

Public Document Pack

HEALTH AND WELLBEING BOARD

THURSDAY, 20th FEBRUARY 2020

SUPPLEMENTARY INFORMATION

Agenda Item 11 - Leeds Health and Wellbeing Board: Reviewing the Year 2019 and Next Steps

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Leeds Health and Wellbeing Board

Reviewing the year

2019

Making Leeds the Best City for Health and Wellbeing where the poorest improve their health the fastest





Foreword

By Councillor Rebecca Charlwood
Chair of Leeds Health and Wellbeing Board

On behalf of the Leeds Health and Wellbeing Board, I am proud to be able to share with you the great progress we have made during 2019 towards our ambition to become the Best City for Health and Wellbeing.

In Leeds, we know that wellbeing starts with people. This approach is the foundation of our Leeds Health and Wellbeing Strategy delivered through its twelve priorities. For the Board this has meant continuing to listen to what people have told us and responding to our Joint Strategic Assessment; that good health outcomes can only be achieved through a partnership approach to improving the wider determinants of health such as the environment, economy, community safety, housing and much more.

Our work to date, guided through the Leeds Health and Wellbeing Strategy, has provided us with a strong foundation to create a City fit for our current and future generations. This can be seen throughout this report where we have highlighted examples of the fantastic work taking place across our amazing city to deliver on our twelve priorities. I want to take this opportunity to talk about some of these.

Around the world, the challenge of climate change and the impact it has on people's lives requires us to be ambitious and recognise the role we all play. As a Board, we have begun to develop a Leeds Health and Care Climate Commitment; a set of principles and actions that we can all work towards as a health and care system to not only tackle climate change but to change the way we deliver sustainable services to make a difference for the people of Leeds.

The Board has also continued to champion the Inclusive Growth Strategy, knowing that it is essential to delivering our vision to improve the health of the poorest the fastest. Working to ensure that all people and communities benefit from our thriving economy, tackle inequalities and supporting people into better jobs. We



know we have much more to do for the people in our communities living in some of the materially poorest areas in England and we recognise the big impact organisations can have.

I am happy to say that health and care organisations represented on the Board, who are some of the biggest employers in the city, have been leading the way on this. For example, they have worked with local people in Lincoln Green, to recognise their talent and support them to gain employment at St James's Hospital. As a result, 40 people were offered jobs at the hospital within six months in a range of roles making a huge difference to their lives. This was only the start and we are already sharing this learning across the city and nationally.

Opportunities around this will only grow with the fantastic news that Leeds has been given the full go-ahead by the government to build two new state-of-the-art hospitals on the Leeds General Infirmary site – one for children and one for adults. This is a really exciting development for the whole of Leeds, not only because of the improved care that can be provided on the sites, but through being shaped by our approach to inclusive growth it will help us to continue to be a world leader for health innovation.

In Leeds, we are very proud of having the voices of local people at the heart of everything we do. That is why as a Board, we were delighted to support the recommendations of the State of Women's Health in Leeds Report; we are the first city in the UK to produce a comprehensive picture of life, health and wellbeing for women and girls. It was also key to Leeds winning funding from Comic Relief to

develop Women Friendly Leeds, another first for the UK.

Leeds is also making progress on issues like smoking and childhood obesity. But there is still much to be done with obesity in adults continuing to be a concern. Encouraging more people more active, more often is one of the ways that we can all reduce obesity levels, and in 2019 we started a conversation with local people about what would enable them to be more active called Get Set Leeds with over 4,500 people taking part.

Listening and responding to what people tell us is essential to achieving our ambitions. That is why the Board has also supported a range of ways for people to get involved, whether it be through formal consultations, co-designing new services, or through our more proactive engagement events, such as the Big Leeds Chat – which in 2019 grew to deliver events in local communities to better listen to the people of Leeds.

Also for the first time in 2019, we introduced our 'How does it feel for me?' approach, where we as a partnership hear first-hand from people who are accessing health and care services, to better understand their experiences across their journey of care, so that services can continue to meet the needs of local people.

We know that good mental health is important to people and there are many examples throughout this report of how Leeds is supporting people living with mental health needs, but we know we must do more. Mental health has continued to be a key focus of the Board in 2019 with the development of the Leeds Mental Health Strategy, which will be launched in 2020, so that Leeds will be a mentally healthy city for everyone. New money coming into Leeds as part of the NHS Long Term Plan gives us the opportunity to shape and grow services for children, young people and adults, rooted in a Think Family approach that supports parents.

Other highlights this year have included: Leeds being selected to be the location for the first Northern Gambling Clinic, which means for the first time that comprehensive support can be provided for people dealing with gambling

addiction; the 'outstanding' CQC rating for the NHS Leeds Clinical Commissioning Group; the Leeds Health and Care Academy was highlighted as international best practice at a conference in Washington DC; and multiple examples of how new technologies are being adopted across the city to empower people to better manage their own health. There are many more examples, and I hope you will enjoy reading through them within this report.

We've made great progress in 2019, but there is more to be done. New facilities at the hospital, an extension of our urgent care offer, and diversifying the support for people living with mental health will undoubtedly help. Our vibrant third sector will play an important role in empowering people to make healthy lifestyle changes, and we will also seek to strengthen our partnerships with the private sector and local communities in the city.

Of course, people will always need access to health and care services, but by also focussing on climate change, helping to strengthen the economy, and working to make our communities safer and more vibrant, we will make real strides in improving health and wellbeing for all people. And for those that do need to access health and care, we continue to find ways to make it easier for them to access that support closer to home, where it safe to do so.

So as we move into the new decade, we are better placed than ever before to make Leeds the best city for health and wellbeing, to improve the health of the poorest the fastest, and to ensure Leeds is a healthy city for all ages for current and future generations.

On behalf of the Board, I would like to thank all of our partners, our workforce and the people of Leeds. Our greatest strength and our most important asset is our people and all of the achievements we have made in 2019 would not have been possible without you.

I hope you enjoy reading this report and I encourage you to be involved in any way that you can. I hope you can make it along to one of our public Health and Wellbeing Boards to put your comments and questions to the Board.

Introducing...

The Leeds Health and Wellbeing Board

What is the Leeds Health and Wellbeing Board?

The Health and Wellbeing Board (HWB) is a group of senior representatives from organisations across Leeds, including Leeds City Council, the NHS, the community sector and Healthwatch, which represents views of the public. There is cross-party political representation, with meetings Chaired by the Executive Member for Health, Wellbeing and Adults.

The Health and Wellbeing Board helps to achieve our ambition of Leeds being a healthy and caring city for all ages, where people who are the poorest, improve their health the fastest. The Health and Wellbeing Board works collectively, with the strengths and assets of Leeds people, to oversee, influence and shape action to ensure Leeds is a healthy city with high quality services.

The Board has been meeting since April 2013 and was set up in response to national legislation called the Health and Social Care Act 2012.

Members

There are 20 members of the Health and Wellbeing Board; some are mandatory appointments to adhere to the national requirements for all Health and Wellbeing Boards and some are additional members.

Why does the Health and Wellbeing Board exist?

The Health and Wellbeing Board creates the space for senior leaders to come together to develop strategic oversight and direction for health and care.

In Leeds, the Board takes a place-based approach to tackling the 12 priorities set out in the Leeds Health and Wellbeing Strategy 2016-21 and, through collective leadership around a shared vision, sets the direction for our city to reach its 5 outcomes.

The Board has a relentless focus on reducing health inequalities and creating a high quality and sustainable health and care system.

The Leeds Health and Wellbeing Strategy 2016-21

Our Health and Wellbeing Strategy sets out our vision for Leeds and is our blueprint for how we will achieve that.

So many factors contribute to our health and wellbeing, meaning our challenge is to reflect the breadth of the agenda, whilst being specific about the areas we need to focus on to make the biggest difference. The Health and Wellbeing Board's work plan has helped guide our collective activity, as well as the work going on in our individual organisations. The updates captured in this report aim to demonstrate progress towards the 12 priorities of the Strategy, supporting our statement of intent that:



Vision for Leeds:
'Leeds will be a healthy and caring city for all ages, where people who are the poorest, improve their health the fastest'

In Leeds, as we grow up and as we grow old, the people around us, the places we live in, the work we do, the way we move and the type of support we receive, will all help keep us healthier for longer. We will build resilience, live happier, healthier lives, do the best for one another and provide the best care possible to be the best city for health and wellbeing.

Leeds Health and Wellbeing Strategy 2016-2021

We have a bold ambition:

'Leeds will be the best city for health and wellbeing'.

And a clear vision:

'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest'.

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5 Outcomes

1. People will live longer and have healthier lives
2. People will live full, active and independent lives
3. People's quality of life will be improved by access to quality services
4. People will be actively involved in their health and their care
5. People will live in healthy, safe and sustainable communities

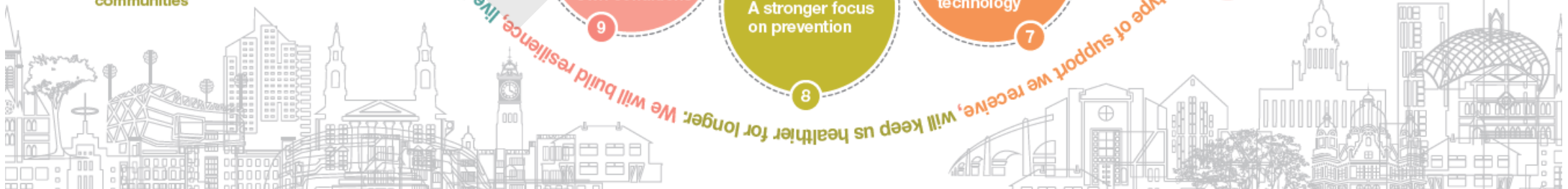
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the people around us, the places we live in, the work we do, the way we move and the type of support we receive, will keep us healthier for longer. We will build resilience. live happier, healthier lives, do the best for one another and provide the best care possible.



Indicators

- Infant mortality
- Good educational attainment at 16
- People earning a Living Wage
- Incidents of domestic violence
- Incidents of hate crime
- People affording to heat their home
- Young people in employment, education or training
- Adults in employment
- Physically active adults
- Children above a healthy weight
- Avoidable years of life lost
- Adults who smoke
- People supported to manage their health condition
- Children's positive view of their wellbeing
- Early death for people with a serious mental illness
- Employment of people with a mental illness
- Unnecessary time patients spend in hospital
- Time older people spend in care homes
- Preventable hospital admissions
- Repeat emergency visits to hospital
- Carers supported



Making a difference

Our individual and collective contribution

About this report

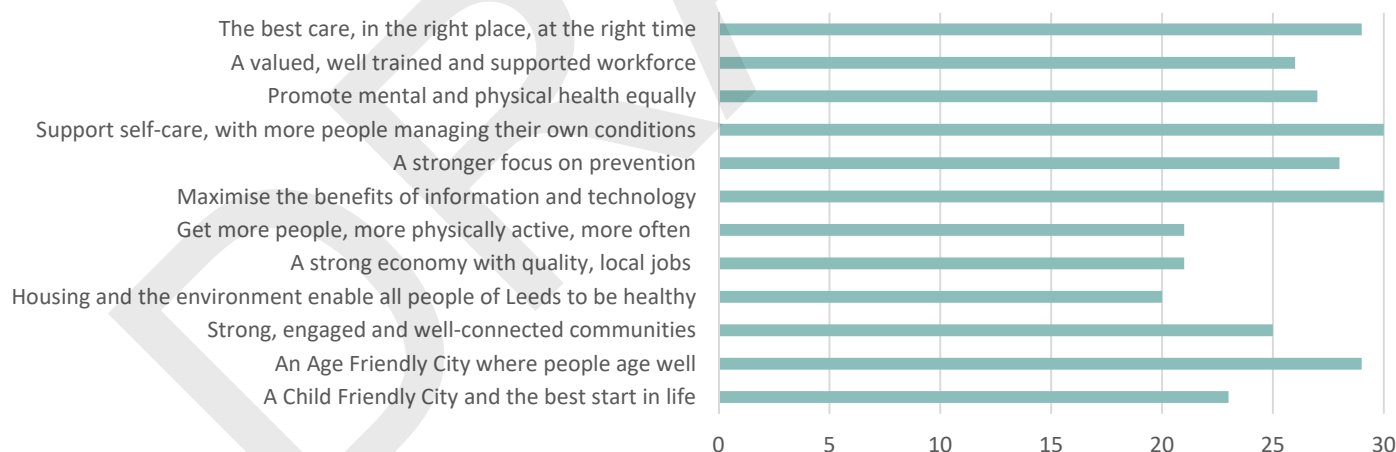
This report serves as a roundup of activity commissioned or directed by the Health and Wellbeing Board and guided by the Leeds Health and Wellbeing Strategy. It covers the year 2019 and is constructed from perspectives of the organisations represented on the Board, actions and updates from those who have brought items to the Board over the last year and an overview of progress around the indicators of the Leeds Health and Wellbeing Strategy.

Progress towards delivering the Leeds Health and Wellbeing Strategy

This Strategy's outcomes, priorities and indicators gives us a framework to test whether the work we do is making a difference. How we as Board members view our progress is also an important factor in reviewing the way we work together for the people of Leeds. This report also helps capture how other strategies, action plans and projects are helping to achieve specific parts of the citywide vision. It is clear that there is a huge amount going on within organisations and partners working together and working with citizens. Therefore, much of what is provided here is just a snapshot of activity that contributes towards the Leeds Health and Wellbeing Strategy 2016-21.

HWB agenda items aligned to priorities

To ensure that the HWB has a relentless focus the priorities set out in the Leeds Health and Wellbeing Strategy 2016-21, report authors are asked to identify which priorities their items align to. The graph below shows how the 32 public items considered by the Board in 2019 are aligned.



Acronyms explained

LCC – Leeds City Council

CCG – Clinical Commissioning Group

LCH – Leeds Community Healthcare NHS Trust

LTHT – Leeds Teaching Hospitals NHS Trust

LYPFT – Leeds and York Partnership NHS Foundation Trust

Report to be published March 2020.

Prepared by Leeds Health Partnerships Team

Progress towards delivering the Leeds Health and Wellbeing Strategy



**Collated from the organisations
represented on the Health and
Wellbeing Board**

A Child Friendly City and the best start in life



The best start in life provides important foundations for good health and wellbeing throughout life. This means the best start for every Leeds baby from conception to age two, providing high quality, joined-up maternity and antenatal care guided by the mother's needs for supported families, strong attachments and positive infant wellbeing. It means ensuring solutions are coordinated around needs and assets in families and the wider community.

Highlights from the last 12 months include:

- Leeds selected as national trailblazer site for establishing mental health support teams in educational settings – to be focussed mainly on further education college provision.
- £500k additional funding for life coaches to support mental health support for children and young people.
- Leeds becomes the first core city in the UK to achieve a reduction in childhood obesity rates for reception-aged children (NCMP data to 2016/17).
- Three new Early Help Hubs established to enhance the city's early help capacity.
- A new continuity of carer team launched within midwifery, aimed at ensuring all pregnant women see the same team throughout their pregnancy, during labour, and post-natal.
- More pregnant women are being supported to stop smoking, with an increase in referrals to the smoking in pregnancy service, from 390 in 2017/18 to over a thousand in 2018/19. Specialised training has also been rolled-out across the city to ensure consistent approach to supporting pregnant women to stop smoking.
- More local businesses have signed up for the breast-feeding friendly scheme, creating more environments in which a mother can breastfeed.
- After a successful pilot, the Understanding Your Baby training course is being rolled out across children centres, supporting parents and carers to increase parental knowledge, confidence and sensitivity.
- Over 2500 practitioners have now completed Babies Brains and Bonding training, increasing awareness of the importance of the first 1001 critical days for healthy neurodevelopment, building strong relationships and developing lifelong resilience.
- The Futures Service has continued to strengthen partnership working to better support women and men under 25 years old who have experienced the removal of an infant, and prevent the cycle of repeat removals.
- Additional award of money from Department for Education for Family Valued programme to ensure sustainable support in Leeds and sharing of practice nationally.
- Leeds Teaching Hospital NHS Trust were awarded £1.3m improve the experience of young people who are transitioning from children's to adult services.
- The new Children's MRI and Cardiac Hybrid Suite at Leeds Children's Hospital provides a dedicated environment for children's cardiac surgery and children's neurosurgery.
- Leeds Children's Hospital held the first ever Prom in a hospital for children and young people who couldn't attend their school prom, giving them a chance to enjoy time away from treatment.

SPOTLIGHT ON: Smoking in pregnancy

Following an audit to assess the performance across the city against NICE Guidance PH26 (Smoking: stopping in pregnancy and after childbirth) an action plan was developed and delivered by the Smoking in Pregnancy steering group. A key area for improvement was to increase the identification of women who smoke during pregnancy and to offer a referral for structured stop smoking support, actions included:

- Provision of CO monitors for all community midwives
- The roll out of opt-out referral for pregnant women who smoke
- Establishment of electronic referral pathway to smoking services
- Inclusion of smoking status on the K2 system for maternity records
- Monitoring the % of women who have a CO reading taken at booking
- Collection and dissemination of monthly referral data to maternity services

As a result of the actions the numbers of referrals increased from 390 in 2017/18 to 1009 in 2018/19 with improvement being sustained into 2019/20 (515 referrals from April – Oct)

An Age Friendly City where people age well



We want Leeds to be the best city in the UK to grow old in. Being an Age Friendly City means promoting ageing positively and maximising opportunity for older people to contribute to the life of Leeds. We must build on the strengths of older people and recognise first and foremost their roles as employees, volunteers, investors and consumers. Our built environment, transport, housing must all promote independence and social inclusion.

Highlights from the last 12 months include:

- There has been a sustained reduction in the number of permanent admissions to residential and nursing homes across the city. This is linked to good performance in levels of short-term support from hospital; increase in asset-based approaches through in-house providers and Shared Lives service, and ongoing improvements to reablement service.
- Leeds is participating in a national Population Health Management programme to improve outcomes for people living with frailty. 11 LCPs have been selected to be part of the programme, selected based on deprivation and prevalence of frailty. They are using a data driven approach to identify smaller cohorts of people where specific interventions could improve their health and wellbeing in a holistic, person centred manner.
- 10 community care beds at the South Recovery Hub to be converted into a complex dementia facility. (See case study for more information).
- The Proactive Care for the Older Person Undergoing Surgery service launched, aimed at optimising outcomes for frail older patients undergoing surgery, providing pre and post-surgery assessments.

- A pilot phase of a new Virtual Frailty Ward launched; the ward aims to improve outcomes for frail people who become unwell, and prevent admissions to Emergency Department.
- Funding was successfully secured to expand the Supporting Wellbeing and Independence for Frailty (SWIFt) service, which will be used to support those over 50 living with mild to moderate frailty in areas of deprivation.
- The new Leeds Oak Alliance Hub at St James's Hospital brings together five charities to provide more comprehensive information and guidance for people living with frailty and / or at the end of their life; and to their carers.
- Reducing falls across LTHT, saw the Trust win the QI Initiative of the Year Award at the Health Service Journal Patient Safety Awards.
- The Centre for Ageing Better completed a study of housing options in Leeds, called Home truths. This work is now informing the development and implementation of the Me and My Home Action plan.
- The International Day of Older People Community Grant fund funded 24 community groups to deliver events for older people, with a focus on improving their health and wellbeing. An additional 12 applicants were funded by the Council's Community Committees.
- A new Age Proud Leeds campaign has been launched to raise awareness of ageism and change negative attitudes about ageing and older people.
- Age Friendly Ambassadors programme launched, with 73 people signed up to be an ambassador by the end of 2019.

SPOTLIGHT ON: Dementia project

In Leeds there are currently a small number of people with complex needs arising primarily from their dementia who have been in a hospital bed for many weeks and months because of a lack of suitable alternative care home placements. This is resulting in some people having to be placed out of area, or staying in an acute bed longer than necessary.

To support more of this population leaving hospital in a timely way it was agreed in November 2019 to convert 10 Community Care Beds at the South Recovery hub into a complex dementia facility. This facility will support people for around 6 months to two years until their dementia settles and they are able to be cared for in the traditional care home market.

The facility will open in April / May 2020 and further options to support people with dementia are currently being considered within the city.

Strong, engaged and well-connected communities



The relationships and resources in communities are building blocks for good health. Leeds has brilliant and diverse communities, well-established Neighbourhood Networks and a thriving third sector. There are vulnerable groups and areas of the city which experience health inequalities, including people in poverty, migrants, refugees and asylum seekers, the homeless and people with disabilities. People's health outcomes can also depend on specific characteristics, such as ethnicity, gender and sexuality, amongst others. Carers are also crucial to our communities.

Highlights from the last 12 months include:

- Leeds benefitted from £324,000 of funding from the WY&H Harnessing the Power of Communities Fund during 2018/19. Benefactors of the funding – all third sector organisations – focussed on embedding ABCD approaches.
- Big Leeds Chat – our flagship approach to collaborative proactive engagement – was delivered again in 2019, bringing together senior decision makers from across the partnerships, giving them the opportunity to listen to local people. Over 350 discussions took place as part of the Big Leeds Chat.
- To support Big Leeds Chat week, and broaden the reach of our engagement, a number of smaller 'chat events' were hosted across the city, with some hosted by Local Care Partnerships, whilst others took place in diverse locations such as a foodbank and at a community coffee morning.
- Leeds supported the regional 'Looking out for our neighbours' campaign, aimed at reducing social isolation among some of our most vulnerable residents.
- A new draft carers strategy for Leeds has been developed, detailing clear objectives to make Leeds the best city for carers. There is a public consultation on the strategy in early 2020.
- A Syrian Refugee health workshop took place, involving talking to people from the Syrian community who have recently settled in Leeds, to develop our understanding of their health priorities. (See case study for more information).
- A series of other consultation and engagement activity delivered, including on: NHS Long-Term Plan, maternity mental health services, and Virtual Frailty Ward.
- The West Yorkshire Fire and Rescue Services have launched the Moortown Social Isolation Project, aimed at engaging older people in that area, who are at greatest risk of becoming isolated.
- GP practices in Leeds have been taking part in a national pilot that brings the 'Pride in Practice' programme to the city, which aims to strengthen GP practices' relationship with LGBT community. Pride in Practice is a quality assurance and social prescribing programme, which includes training, accreditation and account management support designed for primary care services, including GP practices and pharmacies.
- GP practices are working towards the domestic violence support quality mark, promoting consistent and high quality service provision to women, children and men affected by domestic violence and abuse.
- A cross-partner group has been established to help improve our insight into patient experience as they flow through the health and care system.

SPOTLIGHT ON: Syrian Refugee Health Workshop

This engagement involved going into the Syrian community to talk to people who are recently settled in Leeds about their health priorities. Around 20 people from the Syrian refugee community attended a workshop event, where they were asked:

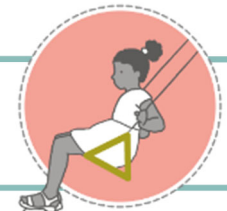
- What would you like to do to improve your health and wellbeing?
- What already keeps you feeling well? How can we build on that?
- How can services better meet your needs and the needs of the community?

People attending told us:

- Their houses were too small and overcrowded, in poor condition and containing poor quality furniture and equipment.
- The memory of trauma from home often returns as there is nothing to distract them here.
- Despite people developing mental health issues, stigma can create barriers to accessing support for this community.
- The current provision of education courses (e.g. English for Speakers of Other Languages courses) is patchy and difficult to access.

Following the workshop, the VAL produced a report. We took the report to the Refugee Engagement Steering Group, where priorities for next steps were agreed

Housing and the environment enable all people of Leeds to be healthy



To be a healthy city, our environment must promote positive wellbeing. This means Leeds houses are affordable, warm, secure, and support independent living. Green space, leisure provision and walking and cycling opportunities promote health and happiness. Areas of Leeds with the lowest overall green space provision are predominantly inner city, high density housing areas. Considerations about future growth must consider health inequalities and ensure adequate provision.

Highlights from the last 12 months include:

- Continued emphasis on preventing homelessness, with 87% of those who approached Leeds Housing Options achieving a positive outcome.
- Improved health pathways for street users and rough sleepers, e.g. working practices with Bevan Healthcare and York Street Practice, appointment of paramedic to Outreach Team, with more users now accessing and receiving medical interventions.
- Better collaboration between housing, NHS, and community staff is helping to address housing issues that delay discharge from acute medical beds.

- 4,366 people benefitted from improved living conditions during 2018/19 as a direct result of inspections by the Private Sector Team.
- Selective Licencing was introduced into the Harehills and Beeston in January 2020, requiring private landlords of approx. 7000 properties to apply for a licence. The homes will be subject to inspection to identify if the home is managed to a good standard.
- Approximately 54 activities are taking place every week in Council owned Retirement Life schemes specifically with an active and wellbeing focus, e.g. arm chair exercise, yoga, "Singing for the Brain".
- All Council tenants aged over-75 living in general needs housing received an enhanced Annual Home Visit which considered their support needs to help them remain independent, and from this referrals for additional support were carried out where needed.
- Development of partnership working between housing and health partners in the management of hoarding cases, with a Hoarding Panel planned to support case management.
- Council housing investment programmes included insulation and heating works to improve the energy efficiency of homes – over the last year 365 flats have received district heating connections via the Leeds PIPES project, with the remaining properties due to complete during 2020 and external wall insulation has been installed at 3 blocks of multi storey flats.
- £14m budget spent in 2018/19 on installing major adaptations and promoting independent living to 3000 households across Leeds.
- Housing are now represented on all of the Local Care Partnerships and are contributing towards LCP development
- Leeds Strategic Housing Partnership Collaboration workshop held in September on how to strengthen collaboration on health and housing. Actions were agreed to strengthen the exchange of information / training / clearer referral housing and health pathways.
- In its first year of service, the Home Plus Service visited 935 households to help reduce fuel poverty, and nearly a hundred households were assisted with carbon savings; and there were nearly 2,500 referrals and requests for falls prevention measures in 2018/19.

SPOTLIGHT ON: Home Plus

Home Plus (Leeds), which launched in October 2018, is doing much to mitigate the impact of illness and disability in both the individual and wider community. They help their clients, the majority of whom are older people, to continue to lead fulfilling lives and, at the same time, stay out of hospital and institutional care. They do this by providing a variety of services, such as minor adaptations, repairs, heating improvements, energy and fuel debt advice, bereavement support, and benefits and housing advice.

Key statistics from the first full year of the Home Plus (Leeds) service include:

- 668 people assisted to return home from hospital
- 935 households assisted to reduce fuel poverty
- 2,468 assists to reduce falls risk – both mobility related and temperature related.

More information about Home Plus can be found at: www.care-repair-leeds.org.uk

A strong economy with quality local jobs



A good job is really important for good health and wellbeing of working age people. Reducing social inequalities means creating more jobs and better jobs, tackling debt and addressing health related worklessness. With collaboration across private, public, academic and community organisations, Leeds is perfectly placed to be a great location for health innovation. We must also recognise that health and care organisations employ a huge number of people in the city.

Highlights from the last 12 months include:

- The Leeds Health and Care Academy hosted its first health and care careers and recruitment event, aimed at people interested in starting a career in the sector. (See case study for more information).
- Leeds has been selected to host a session of an international innovation programme, which usually runs in Boston USA. It will be run in partnership with the Massachusetts Institute of Technology, and is part of the Government's drive for national growth and increased competitiveness (see case study for more information).
- A network of 35 Community Hubs are now in place in accessible locations within the most deprived areas of the city, bringing together a range of services under one roof with a focus on reducing financial hardship and helping people into work.
- A further 2 years funding has been secured for the Stronger Families Programme which supports parents who are unemployed or economically inactive with the aim of supporting them towards training, education opportunities and employment.
- In 2018/19 the council helped 5,127 people into work and supported 7,010 people to improve their skills via accredited or non-accredited courses, 75% were from the city most disadvantaged communities.
- In the current year 1,139 people have accessed employability programmes through the Employment Hub managed by the Employment and Skills service. There are 3 ESIF funded programmes which offer targeted support to different customer groups including young people in education who are at risk of becoming NEET, young people identified as NEET and unemployed adults. The service has secured a further £2.91m to deliver employability support from April 2020 for 1,700 young people across Leeds and Bradford with mental ill-health.
- Community Hubs are now formally part of the new city-wide Social Prescribing contract. The Reginald Centre is the city-wide base for the Wellbeing Coordinators who are linked to every GP practice and Local Care Partnership (LCP) in the city. The Coordinators support patients referred by the GPs who need support with any of the wider determinants of health, for example: housing, welfare and benefits, debt, and employment amongst other issues. This contract will run until 2022 with an option to extend for a further 2 years.
- The Locality Based NHS Employability Programme was delivered to connect residents from the priority neighbourhoods and wards to jobs in the local anchor hospital. It was delivered in partnership with Employment & Skills, Leeds Teaching Hospital Trust, Learning Partnership and Blue Apple. 49 people from both programmes have secured employment or been given conditional offers for entry level jobs at the Leeds Teaching Hospital Trust NHS.
- The Leeds Anchors have agreed a Leeds Healthy Workplace Pledge. This framework for action reflects the collective ambition for healthy workplaces and is based around 4 key wellbeing domains.

- Non-recurrent CCG funding secured by Public Health will support the delivery of the Blood Pressure Wise project during 2020. This will benefit 3,000 typically at-risk staff across the Leeds Anchors Network with a workplace blood pressure test and follow up as appropriate.
- Developing You, a new model developed and commissioned by Employment and Skills working in collaboration with the Local Care Partnership Development Team is targeted to patient cohorts not in employment and experiencing low level mental health issues. It will be piloted in the priority areas of Harehills and Armley and will be delivered by Active Leeds and a number of third sector partners.

Get more people, more physically active, more often

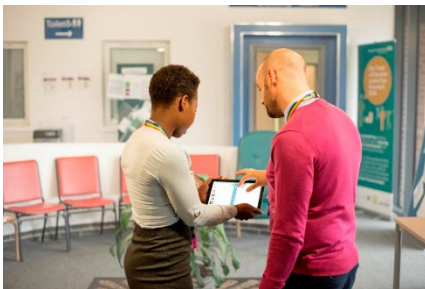


We want Leeds to be the most active big city in England. If everybody at every age gets more physically active, more often, we will see a major improvement in health and happiness. We can reduce obesity, improve our wellbeing, become more socially connected and recover better from health problems. One in five adults in Leeds is inactive. As a general rule, the more we move, the greater the benefit. The biggest benefit will be for those who are currently inactive.

Highlights from the last 12 months include:

- Work has started to integrate physical activity into long-term conditions pathways.
- Work started on developing an Integrated Health Living system in Leeds, including developing a process for primary care staff to refer directly to One You Leeds and Active Leeds services.
- £163,274K of iBCF funding awarded to support the development of a city-wide physical activity ambition and social movement.
- £499,690 of funding from Sport England is being used to tackle inactivity in our most deprived communities, with the overall objective of developing systematic and sustainable changes in physical activity levels in those communities by using a co-production approach. The funding has been awarded for 3 years and builds on the work undertaken by Social Marketing Gateway earlier in 2019.
- £75,000 funding from Sport England is funding the local activation of the “We are UndefeatABLE” campaign. The funding is being used to increase communications and marketing support, to host a city conference and to develop the local workforce.
- Inactive levels (doing less than 30mins of activity per week) are down to 21.8% (measured May 2019) from 27.2% in November 2015. Active levels (doing at least 150mins of activity per week) have increased from 60.4% to 67.3% in the same time period.
- The Conservation Volunteers ran eight garden based Green Gyms and two walking groups with almost 100 participants in the 6 weeks to Christmas.
- Over 2,000 people took up a call to get fit and do more cycling by taking part in the UCI World Road Cycling Championships whilst raising money for main sponsor, the Leeds hospitals charity Leeds Cares. Many of the riders were competing in their first cycle challenge.

Maximise the benefits of information and technology



New technology can give people more control of their health and care and enable more coordinated working between organisations. Joined-up information enables people to tell their story once and choose the channel they use to communicate. We want to make better use of technological innovations in patient care, particularly for long term conditions management. This will support people to more effectively manage their own conditions in ways which suit them.

Highlights from the last 12 months include:

- The new 'Polaris' is providing a more precise genetic test which helps men who develop prostate cancer avoid unnecessary surgery or radiotherapy.
- This year's annual Leeds Digital Festival was the biggest yet, with over 25,000 attendees across 240 events with 750 speakers in 96 venues across two weeks.
- The wide rollout of tele-dermatology by all GP practices means skin cancer diagnosis waiting times in Leeds have been cut and patients with benign moles have received speedier reassurance.
- The new virtual respiratory ward, supported by technology, is helping people to be cared for in the community rather than hospital.
- There are now 7100 active users per month using the Leeds Care Record.
- The rollout of the NHS App and other access portals is helping Leeds residents to have online access to their GP records.
- Helm, the Leeds person held record, has been developed by engaging users in the design and development stages, and is now being piloted.
- Completion of work with Optum Health on developing the Leeds skills in a population health management approach, and moving to deliver this in pilot sites across Leeds, starting with the most deprived areas.
- Establishment of a long-term project 'Living in Leeds' led by the universities to support research into the population of Leeds and what can help improve their health and wellbeing.
- 2019 saw the appointment of a Digital Inclusion Coordinator, to promote the use of digital tools and increase digital inclusion for people living with long-term conditions.
- 209 digital champions have currently been trained across health and care to support people in developing digital skills, confidence and access to online resources/services.
- All Breathe Easy groups across Leeds have now been issued the MyCOPD app to support them in self-managing their conditions. 135 myCOPD licences have currently been issued across Leeds which has increased by 54 since July 2019.
- Nearly 8,000 ReSPECT forms were completed within the first year of it been operational at LTH. ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) is the UK's first and only fully electronic implementation, and enables conversations about end-of-life preferences, creating personalised recommendations for a person's care in emergency situations.
- Single Sign-On was deployed across all Inpatient wards and nearly all Outpatient department at Leeds Teaching Hospitals.

- A new video consultation room opened in the Children's Outpatient Department at Leeds Children's Hospital allowing patients the flexibility of being seen remotely and 'virtually' by their consultant team online rather than attending the hospital in person.
- NHS Widening Participation Dementia Pathfinder 12 month project has currently engaged 254 people, with Dementia Carers across Leeds trialling digital technology to explore the benefits digital can have for their health and wellbeing and for the person their caring for, as well as Memory cafes now embedding digital into their regular activities.
- Leeds City Council awarded fifteen community organisations digital funding, through their 100% Digital Leeds: Digital Inclusion Fund, as part of the Leeds 'Smart city'.
- A new study is helping to improve the diagnosis and treatment of lung cancer. The study runs alongside the Leeds Lung Health Check.
- A new cross-sector partnership has been established to boost the Leeds City Region healthtech sector. Partners signed a memorandum of understanding to drive forward new approaches to improving patient and population health and care through better and faster healthtech innovation.

SPOTLIGHT ON: The 'Polaris' test

Leeds is the first UK city to launch the Polaris test, which helps men who develop prostate cancer to avoid having unnecessary surgery or radiotherapy, through a more precise genetic testing.

The study plans to recruit 100 men, offering the chance to participate to those who might benefit. It aims to understand the effect of the test on doctors' and patients' decisions about treatment, and on costs of using the test routinely in the NHS.

If a man's test result shows that their prostate cancer is low risk, they may choose to avoid or delay having invasive treatment such as surgery or radiotherapy. In addition to the costs, those treatments have associated risks of bowel, urinary and erection problems.

Developed in collaboration with UK researchers and patients and used in countries around the world, the 'Polaris' test identifies how quickly a man's prostate cancer is growing and therefore the level of risk it poses over the next 10 years. Every man's prostate cancer is different, so the study may lead to more personalised treatment for each individual, based on the biology of their tumour.

Prostate cancer is the most common form of cancer in men in the UK, with nearly 50,000 new cases a year, equivalent to around 130 new cases every day.

SPOTLIGHT ON: Leeds Digital Festival

The health and care strand of the Festival in 2019 was also the largest yet, with 16 events across the two weeks (13 curated by mHabitat, 3 led by NHS Digital), attended by 533 participants from Leeds and beyond. It featured high profile national and international speakers such as Ivana Bartoletti from the Fabian Society, Sonia Livingstone from the London School of Economics and Simon D'Alfonso from the University of Melbourne – although interestingly one of the best attended events was one featuring local digital health leaders! Events ranged from breakfast learning sessions, to a conference at the Carriageworks via smaller evening meet ups. The Festival also saw the launch of Co>Space North, a new collaboration space for digital health innovation based at Platform. Feedback for the health and care strand was very positive and brought together innovators, citizens and health and care professionals to share and debate ideas and learning about many aspects of digital health.

A stronger focus on prevention



Targeting specific areas can make a really big difference to preventing ill health, such as obesity, smoking, and harmful drinking. Cancer prevention, early diagnosis and successful therapy will reduce inequalities and save money. Focusing on these issues requires a whole-city approach to help people remain healthy and independent for longer. Local and regional partnerships protect the health of Leeds' communities around infection prevention and control, and environmental hazards such as air quality and excess seasonal deaths.

Highlights from the last 12 months include:

- The Care Quality Commission rated Forward Leeds as “good” overall, and “outstanding” in the well-led category, and rated St Anne's Alcohol Service as "good" overall, and "outstanding" in the caring category.
- A team of psychologically informed workers is being deployed to work intensively with those with co-occurring mental ill-health and substance misuse needs, who are experiencing, or are at risk of returning to, rough sleeping.
- The Drug and Alcohol Social Marketing Planning Group, in collaboration with LTHT, developed the 'Don't live in doubt' campaign, which raises awareness of hep-C screening and the new treatment options available.
- 757 people were tested for the Hepatitis C virus as part of a testing event at HMP Leeds. 34 cases identified, with treatment options offered to those cases.
- Two new FibroScan machines have been deployed to expand the Leeds Liver Project.

- The launch of a new tier-3 specialist weight management service in 2019 has enabled a new Adult Weight Management Pathway.
- 5000 Leeds residents continue to access the One You Leeds service per year.
- The Leeds Cancer Programme launched a new campaign aimed at raising awareness of 4 main ways people can reduce their cancer risk.
- £2m funding by Yorkshire Cancer Research is enhancing work in Leeds on cancer prevention, particularly improving participation in screening programmes for bowel, breast and cervical cancers, in deprived communities.
- The Leeds Dental Institute and Wharfedale Hospital held free cancer screening sessions for the public for Head and Neck Cancer Awareness Week.
- Over 11,000 people phoned for an initial health check as part of the Leeds Lung Health Check project. The project offers lung screening CT and lung function tests in mobile locations. All current smokers are offered an immediate consultation with a Smoking Cessation Practitioner, with 75% uptake.
- The Preventing Ill Health CQUIN for smoking and alcohol consumption has continued the work in 2018/19 of embedded screening for all eligible adult patients and has seen the target of assessing 80% of patients exceeded so far in 2019/20.
- The first Food and Drink Strategy for LTHT was launched in September 2019 which aims to create healthy hospital premises by looking at patient nutrition and hydration, staff food and drink, and procurement of food and drink.
- LYPFT have successfully run a smoke-free pilot at one of the inpatient sites and is now rolling out a smoke-free environment across all its inpatient sites.
- LTHT held a one-day event to spread the message about the dangerous infection sepsis to health practitioners across West Yorkshire. Sepsis patients added their own personal input to further help the health service deal with it quickly and effectively.
- Work continues on the National Diabetes Prevention Programme, with the Leeds diabetes strategy complementing the national approach as well as developing services to closely meet local need. Leeds has supported national awareness campaign to raise awareness of symptoms as well as raising the profile of support services in the city.
- The nationally recognised Seriously campaign continues to help people understand the risks associated with misuse and overuse of antibiotics. Leeds supports the campaign by attending key events (e.g. Breeze).
- As part of a campaign aimed at encouraging people to remain hydrated over periods of the hot weather, included an event in Leeds city centre with over 4,600 interactions on the day.
- We delivered a number of campaigns to get people to think about their drinking habits including no regrets targeting younger people and 'no thanks, I'm pregnant'.
- The new Calm Harm app is helping young people resist or manage the urge to self-harm; it has a number of activities including breathing techniques to help reduce symptoms of stress and anxiety.
- LCC recognised for its approach to tackling local food issues at the Sustainable Food Cities awards.

SPOTLIGHT ON: One You Leeds

An evaluation was completed for the One You Leeds service which also included elements of the wider healthy living system. Over 5000 Leeds residents are accessing the One You Leeds service annually.

The integrated nature of the service has been highlighted as one of its key strengths. One You Leeds were rated by service users as 9/10 for friendliness of staff, 8.4/10 for accessibility and 86% said they would be happy to recommend the service. One You Leeds was also the most well-known of the local health and wellbeing services across health professionals, with over 90% having some knowledge of the service. Weight Management and stopping smoking were quoted as the main reasons for engaging with the service.

Health professionals ranked weight management as the most common area that people need support with. However emotional wellbeing and mental health support were also ranked highly as 2nd most common area. Emotional wellbeing was the area that health professionals felt most confident in discussing with their clients/ patients.

Support self-care, with more people managing their own conditions



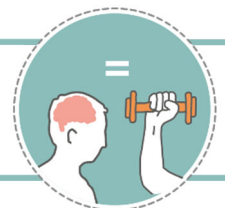
Long term conditions are the leading causes of death and disability in Leeds and account for most of our health and care spending. Cases of cancer, diabetes, respiratory disease, dementia and cardiovascular disease will increase as the population of Leeds grows and ages. This means it is important to support people to maintain independence and wellbeing within local communities for as long as possible. People need to be more involved in decision making, with person-centred care, coordinated around individuals.

Highlights from the last 12 months include:

- New service commissioned to embed a consistent social prescribing offer for adults, whilst also responding to the specific health profiles of communities.
- Leeds has piloted embedding shared decision making within the MSK pathways with positive impact both from people and the service.
- 2,877 initial Patient Activation Measure tool (PAMs) assessments were carried out, with 215 repeat PAMs been administered in total across Leeds. PAMs support people with LTCs, by understanding a person's level of knowledge, skills and confidence (or activation level), so they can be supported in the most appropriate way.

- Completion of the Diabetes Structured Education course has continued to be above target and people are reporting an improved confidence to manage their condition sustained at 100%.
- A new process has been established to bring together people with lived experience of personalised care, with providers and commissioners to understand what matters to people. This additionally enables people to ensure they can actively engage in co-production and assess whether they have more choice and control in managing their health and wellbeing.
- A peer support group for people living with Fibromyalgia has been established, which is peer led to ensure sustainability, with some members taking on extra responsibility to ensure the group is self-sustaining.
- A new pilot project of occupational therapists in GP surgeries has started in the Chapeltown and Pudsey areas of Leeds. Occupational therapists work with patients to understand what activities and roles are important to them, identify barriers to participation and then offer solutions to manage any difficulties.
- Services have been enhanced for children with learning disabilities, to help support them be ready to manage their independence and healthcare better.
- Diabetes team at Leeds Teaching Hospitals one of the first in Europe to introduce the Medtronic Minimed 670G insulin system. The product uses artificial intelligence to monitor glucose levels in patients with Type 1 Diabetes, automatically dosing the patient with insulin as required.
- A new Leg Club has been established in Garforth encouraging people with ulcers and other medical conditions to take more interest in their care and treatment, and when their legs heal, to keep them well and healthy.
- To help people understand the importance of looking after their legs, we supported the first national Legs Matter week, to urge people to 'stand up' to one of the UK's biggest health challenges.

Promote mental health and physical health equally



Our ambitions for mental health are crucial for reducing health inequalities. Good employment, opportunities to learn, decent housing, financial inclusion and debt are all key determinants of emotional wellbeing and good mental health. Improving mental health is everyone's business. We want to see this led by employers, service providers and communities alongside improved integration of mental and physical health services.

Highlights from the last 12 months include:

- New Improving Access to Psychological Therapies (IAPT) service provides increased prioritised support for mental health via GP practices and specialist voluntary sector provision to pregnant women, mothers in first year of motherhood and dads/partners.
- The new Leeds Recovery College is helping develop the knowledge and strength to overcome life's challenges and live mentally and physically well, with the ultimate aim of increasing the number of people with a mental illness who are in employment or full time education.

- The redesigned community mental health and crisis services and now include dedicated community teams for both younger and older adults, a new 24/7 mental health crisis service and an intensive home treatment team.
- Northern Gambling Service opened its first clinic in Leeds, providing specialist addiction therapy and recovery to people affected by gambling addiction, as well as those with mental health problems such as depression, anxiety, trauma, and suicidal feelings. It also provides help to people close to those with gambling addiction, such as family, partners, and carers.
- The new Leeds Mental Wellbeing Service has launched, offering support and psychological therapies for common mental health problems, such as anxiety and depression.
- £15m awarded to Leeds to provide the West Yorkshire 22 bed Child & Adolescent Mental Health Service (CAMHS) inpatient provision. This will be developed in Armley and will aim to prevent Leeds children and young people having to leave the city for inpatient treatment.
- A new Resilience Programme for young people aged 11-18 years, is promoting emotional resilience, reducing anxiety and preventing risky behaviours.
- The new children and family bereavement service provides support to young people up to the age of 18 and their families following the death of a close family member, usually a parent or sibling.
- Suicide and self-harm guidelines have been reviewed and updated. The guidelines are available for professionals in Leeds who work with young people aged 25 and under who self-harm or feel suicidal.
- Over £4.5 million is being invested to combat anxiety, loneliness and depression. People in Leeds will benefit from 36 link workers working with GP practices in the city helping patients live fitter, healthier lives.
- Leeds Children's Hospital supported the first ever National Neonatal Mental Health Awareness Week with a number of events aimed at raising awareness of the importance of health and wellbeing for parents, families and staff on neonatal units.
- A new Well Bean mental health crisis cafes opened in West Leeds. Hope in Crisis continues to support anyone in a crisis by providing a safe place to go and to prevent avoidable attendances at A&E.
- Leeds was chosen to host the clinic for the North of England community-based clinics to support non-pregnant women who have undergone Female Genital Mutilation (FGM). The service is delivered by Leeds Teaching Hospitals working alongside Touchstone who provide mental health support and advocacy to women attending the clinic.
- Barca have received funding to support adults experiencing trauma from adverse childhood experiences which can cause both mental ill health and related physical health problems. This new counselling service provides free therapeutic support for adults living in the West Leeds areas of Bramley and Armley.
- Carers Good Health project supports carers to look after their mental and physical health and Live Well Leeds has introduced new specialist mental health support for carers.
- Leeds benefitted from funding from the West Yorkshire and Harrogate Health and Care Partnership through the Harnessing the Power of Communities programme. This meant community organisations in Leeds could develop local support to help people experiencing social isolation and loneliness.
- We supported the second #MindMay8 day asking people to tag their friends on social media who have been there for them during tough times. The campaign was supported by the city's Mindmate ambassadors.
- MindWell launched a new wellbeing guide for Leeds employers, helping employers take steps to promote workplace wellbeing and support staff who are experiencing problems with their mental health or struggling with difficulties outside of work such as a bereavement or relationship problems.

SPOTLIGHT ON: Leeds Mental Wellbeing Service

This service is a joined up way across the city with NHS partners and third sector organisations to make sure the people of Leeds can get the right support, at the right time and in the right place. Their treatments are available for those aged 17 and over who are registered with a Leeds GP.

They offer 24/7 online support, where users can access a range of online therapies and self-help resources. Their online self-referral tools and the ability to book into treatments online also mean users can receive support at any time, day and night.

The service also offers a range of face-to-face classes and workshops, which people can access without having to complete an assessment. Other services include perinatal support and talking therapies.

The new Leeds Mental Wellbeing Services replaces the IAPT service, providing a more comprehensive approach to better support adults in need of mental health support.

A valued, well-trained and supported workforce

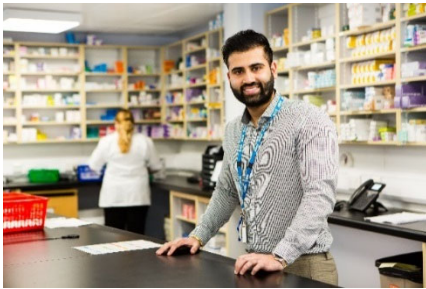


Leeds is one of the best places in the UK to work in health and social care. We have a highly motivated, creative and caring workforce, working hard to deliver high quality care. This workforce, many of whom live as well as work in the city, are a huge asset for making change happen. Working as one workforce for Leeds, with shared values and collaborative working, supports joined-up services. The third sector and those in caring and volunteer roles in the community will be crucial to make the most of our city wide assets.

Highlights from the last 12 months include:

- The new Leeds Health and Care Academy launched with new system-wide training products for Mental Health First Aid, system induction, and the establishment of the Leeds health and care ambassadors programme.
- Two recruitment days, held in Lincoln Green, and hosted by LTHT and the Council, were attended by 124 people. 61 of those were put forward for the LTHT employability programme, the remainder were directed into alternative pre-employment support, including 22 for ESOL. 30 people have received job offers at LTHT and 5 of these are now part of the nursing workforce.
- Leeds held its first Health and Care Careers Fair, where over 30 health and care employers met with over 350 potential employees to talk about the range of health and care vacancies and careers available. There were 566 enquiries regarding job vacancies, 92 enquiries regarding apprenticeships, and 76 enquiries regarding volunteering.

- 250 people from across the health and care workforce attended the system leadership programme in 2019.
- The Better Conversations programme is now established as the core culture change workforce programme to support the workforce to work with people and each other. Over 1500 staff attended the skills day in 2019, with targeted work in the frailty workstream and hospital cancer teams.
- Nexus medical students took part in the “Delivering 21st Century Care - Listening to our Future Medical Workforce” event which brought together local employers, national policymakers, and the medical education sector; engaging with them about the future of the workforce.
- The Big Thank You campaign gave people in Leeds a platform to express their thanks to NHS staff, ensuring that staff know their dedication to care is recognised and celebrated publicly.
- GR8X (Great-ix) is the ‘Positive Datix’ that launched in Leeds Children’s Hospital in 2019. Whereas Datix is a reporting system intended to ensure mistakes are learned from, GR8X asks what can be learned from the positives, and celebrates the positive outcomes of staff going the extra mile for their patients and has shown that even little things can make a huge difference.
- LTHT has invested in Physician Associates to provide an added dimension to patient care by using staff from different clinical backgrounds and areas of interest. Physician Associates are medically trained, generalist healthcare professionals, who work alongside doctors and provide medical care as an integral part of a multidisciplinary team.
- The national NHS Rainbow Badge campaign launched across Leeds hospitals in 2019.
- NHS organisations in the city joined forces on a zero-tolerance campaign highlighting that abuse and aggression directed towards staff or patients will not be tolerated.



More effective, efficient health and care means moving more services from hospitals to community settings, with services closer to home will be provided by integrated teams. This kind of integration, designed with people at the heart, helps to keep people out of hospital whilst providing care in the most appropriate setting. These teams will be rooted in neighbourhoods and communities, with coordination between primary, community, mental health and social care.

Highlights from the last 12 months include:

- Funding approved by central government for Building the Leeds Way, which will result in improved facilities at Leeds General Infirmary and the Children's Hospital.
- LTHT hosted a week of 'listening events' in four specialist outpatient clinics, during which they engaged with over 350 people. The findings of the engagement will be used to inform improvements to patient experiences.
- All Local Care Partnerships now have an established board, which typically includes representatives from all statutory health and care providers, local councillor, public health and third sector. Many have housing and community pharmacy and some have representative(s) from the local community.
- A LCP Maturity Framework – consisting of five key elements (goals, leadership, structure, culture and resource utilisation) has been approved and is being used in a benchmarking exercise. New funding from the ICS will help accelerate development of LCPs.
- Some LCPs hosted Big Leeds Chat events in their local area, with others taking place in community settings in some of our poorest communities.
- Population Health Management being implemented as an approach to test out how local solutions can be developed and delivered. An initial focus on achieving the outcomes set for people living with frailty. Interventions are multi-disciplinary and include the Third Sector as a key delivery partner.
- A Home First deliberative event saw 72 local people take part in discussions which will guide the implementation of the Home First initiative.
- A formal 12 week engagement undertaken on NHS Leeds' proposals for five urgent treatment centres across the city. Over 3,000 people took part in the engagement.
- In the first year of service (until 30 September 2019), the hospital discharge element of the Home Plus Service enabled 668 to be discharged more quickly from hospital, through the use of hospital based Occupational Therapists and Physiotherapists.
- Child and family health and wellbeing hubs developed to connect health and children's services on a local footprint.

Roundup of Health and Wellbeing Board activity



**Recommendations and progress
updates from the last 12 months**

January 2019

Workshop session

1. Development session: CQC Leeds System Review Action Plan

Actions for consideration:

- Agreement of the CQC Leeds System Review Action Plan and for an update to HWB.
- ICE to explore complex dementia in relation to delayed transfers of care.
- ICE to continue to develop and finalise the Integrated Commissioning Framework.

Update: The CQC Leeds System Review Action Plan was agreed by the HWB with an update on progress provided to HWB on 16 Sept 2019.

ICE undertook a number of dedicated discussion items on the challenges relating to complex dementia over the course of 2019 to develop an options appraisal with partners and agree a set of actions to address the challenges at ICE in Nov 2019.

ICE has developed and finalised an Integrated Commissioning Framework in May 2019 with engagement with partners. This was recognised as a 'point in time' piece of work with a review to occur in 2020 to reflect the Leeds Health and Care Plan, West Yorkshire & Harrogate Five Year Strategy.

2. Development session: Draft HWB Annual Review and Forward Planning

Actions for consideration:

- HWB members to provide feedback/comments on the draft HWB Annual Review, which will be agreed at HWB (28 Feb).
- Future items to HWB on Mental Health Strategy and End of Life Care.
- Future item to HWB: Board to Board session on the longer term strategic direction of Leeds.

Update: The HWB Annual Report was agreed at the public HWB on 28 Feb 2019 and was published online.¹

Mental health continued to be a priority for HWB in 2019 with the draft Leeds Mental Health Strategy progressed at a public HWB on 25 Apr 2019 and a HWB workshop on 23 Oct 2019 for formal agreement in early 2020 at HWB. There were also a number of items in 2019 discussed at HWB sessions that contributed to the development of the strategy and mental health as a continued priority such as:

- A 'Mentally healthy city for all' as one of the three 'goals' of the Leeds Plan.
- Joint HWB and Children & Families Trust Board session focus on 'Think Family' and the impact of parental mental health.
- An item on the annual refresh of the Future in Mind: Leeds Local Transformation Plan for Children and Young People's Mental Health and Wellbeing.

Palliative and End of Life Care was discussed at HWB on 16 Sept 2019. HWB: Board to Board has had a number of ongoing facilitated discussions in Jul and Dec 2019 on the longer term strategic direction of Leeds that is feeding into the extension of the Health and Wellbeing Strategy.

¹ <https://www.leeds.gov.uk/your-council/plans-and-.../best-city-for-health-and-wellbeing>

3. Development session: The Last Memory Performance

Actions for consideration:

- Experience of dementia, to be explored further at a future HWB in relation to the development of the new Leeds Dementia Strategy.
- Role of carers, which will be explored at a future HWB in relation to the updated Leeds Carers Strategy. In particular, engaging with carers who do not self-identify as carers

Update: HWB have recognised the powerful contribution the arts can make to health and wellbeing and creating a space that is person-centred focussed on people, families and the communities they live in, rather than organisations or professions. HWB, PEG and ICE members attended a performance of *The Last Memory* by Alan Stockdill, which was introduced by Jim Barwick (Health and Wellbeing Arts Lead for HWB), a powerful one-act play on the stages of dementia and how it impacts on relationships in families. As a result:

- Draft Leeds Dementia Strategy was discussed at HWB on 25 Apr 2019.
- Draft Leeds Carers Strategy was progressed at HWB on 16 Sept 2019 and a HWB workshop on 23 Oct 2019 focused on supporting carers in our health and care workforce. It was also discussed in relation to other items through 2019 such as young carers at the Joint HWB and CFTB session.

February 2019

Public meeting²

4. Leeds Health and Wellbeing Board: Reviewing the Year 2018-19

Recommendations:

- Endorse the content of the Leeds Health and Wellbeing Board: Reviewing the Year 2018-19 report.
- Agree future actions as appropriate to make further progress towards the outcomes and priorities of the Leeds Health and Wellbeing Strategy.
- Agree how we can make best use of data to better understand progress against the Leeds Health and Wellbeing Strategy.
- Identify any further items for the work plan.

Update: The HWB Annual Report was agreed at the public HWB on 28 Feb 2019. In addition to what was highlighted in the HWB Development Session in Jan 2019, further action was agreed to explore the over representation of children and young people and older people in the population of those living in areas experiencing the highest levels of deprivation in Leeds. As a result, this formed part of the focus on HWB: Board to Board session in Jul and Dec 2019 and the Joint HWB and CFTB session in Jul 2019 and the impact of deprivation across a range of items to HWB and wider in 2019.

A task & finish group has also been progressing make best use of data to better understand progress to becoming the Best City for Health and Wellbeing to be finalised in 2020.

² Agenda, papers & minutes from HWB 28 Feb 2019 can be found here:
<http://democracy.leeds.gov.uk/ieListDocuments.aspx?CId=965&MId=8233&Ver=4>

5. Leeds City Digital Partnership Update

Recommendations:

- Note the progress made to date through the Leeds City Digital Partnership.
- Endorse the 2019/20 Commitments.
- Note the main issues described in this report and be an advocate for the Place First Digital approach.
- Endorse and advocate that all organisations adhere to the MOA and engage with the Leeds City Digital Partnership Team with regards to all IT investments and projects that relate to the Leeds Plan or integrated care.
- Endorse and if necessary provide support to the Leeds City Digital Partnership Team approach with national organisations and policy.
- Support in principle the continued use of Better Care Fund Capital, subject to its governance processes and also access other capital funds.
- Support activity to get more business and clinical stakeholders involved in digital, actively understand the digital opportunities for transforming health and care, help prioritise investment decisions and provide active sponsorship for the process changes required to deliver tangible health and care benefits.

Update: Throughout 2019, Leeds City Digital Partnership has more shared services in place between NHS Leeds CCG and Leeds City Council increasing integration across the city. In addition, there has been positive progress on the 2019/20 Commitments including:

- A focus on increased digital inclusion for the people of Leeds and 3rd sector organisations.
- A dedicated member of staff working as a 'navigator', working with community groups and pointing towards digital inclusion resources.
- 450 digital tablets available to support our '100% digital' ambition with local communities
- Our person held record (Helm) is now live with the early stages of those facilities required to capture peoples care plans, and direct people to tailored information and resources relating to healthy lifestyles and self-care.
- Some 3rd sector organisations now using the Leeds Care Record.
- 60+ care homes demonstrating good information governance, enabling them to apply for NHS email addresses, thus improving secure communication with health and care partners.
- Currently, selecting a digital supplier to provide super-fast data connections to key public sector buildings across Leeds, providing the 'anchors' for super-fast connections across the whole city and increasing the attractiveness of Leeds as a business hub.
- Testing a range of smart sensors within buildings and council homes to assist with building management and, in time, adding in smart-health and wellbeing facilities.
- Health and care 'pathway' information now online, enabling smaller health and care organisations (e.g. pharmacists), access to guidelines relevant to health and care in Leeds.
- Improved information sharing across the Yorkshire and Humber region, for example a caller to NHS 111 being able to have a Leeds GP appointment booked directly by NHS 111.

6. Leeds Health and Care Plan: Continuing the Conversation

Recommendations:

- Agree the approach to identifying priorities and process to review the Leeds Plan.
- Note the progress to date and initial feedback on the current Leeds Plan.
- Provide strategic steer on the review of the Leeds Plan and next steps.

Update: HWB agreed for the Leeds Plan to be refreshed, which was undertaken through a robust citywide partnership and engagement approach. Through the leadership and strategic steer of the HWB, the refreshed Leeds Plan focused on building on what we have done well and respond to the changing local, regional and national context (including the NHS Long Term Plan), as highlighted in the Joint Strategic Assessment in 2018 and other intelligence. HWB provided a strong steer in the shaping of the refreshed Leeds Plan at public board meetings in Feb, Jun and Sept as well as during HWB Board to Board sessions in Mar, Jul and Dec.

7. Overview of the NHS Long Term Plan

Recommendations:

- Note the contents of the paper providing an overview of the NHS Long Term Plan.
- Consider the implications for the Leeds health and care partnership and the planning required.

Update: HWB recognised the NHS Long Term Plan as setting the minimum requirements for the Leeds health and care system with the opportunity to be ambitious in Leeds. HWB have also re-emphasised the importance of the challenges facing Social Care and Public Health alongside the NHS Long Term Plan with a discussion at LCC Executive Board (Mar).

March 2019

Health and Wellbeing Board: Board to Board Session

8. Progressing our Leeds Health and Care Workforce Strategy

Actions for consideration:

- Provides opportunities, skills and employment to people within the most deprived areas of Leeds in line with the vision of the Leeds Health and Wellbeing Strategy to improve the health of the poorest the fastest and our commitment to Inclusive Growth.
- Embeds our agreed approach to 'Better Conversations' and 'Think Family' with people and families at the centre as a shared cultural approach across our health and care workforce.
- Manages the short term within the context of the long term ensuring that actions needed by the system to address current challenges occur in addition to long term strategic visions.
- Inspires people to choose to work in health and care in Leeds and strengthens links with the West Yorkshire and Harrogate Integrated Care System.
- Engages with GPs through the national refresh of GP contracts, wider primary care services and the Third Sector.
- Articulates delivery towards 'Leeds Left Shift' and Local Care Partnerships, impact of future digital / innovations and how this will look/feel for the workforce.

Update: Through the strategic steer provided by the HWB, significant work was undertaken to further develop the Leeds Health and Care Workforce Strategy with extensive engagement to support the city's strategic workforce and wider priorities. This has led to the development of the Leeds Health and Care Workforce Strategy, great progress with the Leeds Health and Care Academy, and a continued focus in the refreshed Leeds Health and Care Plan.

The Leeds 'One Workforce' Strategic Board has been established taking responsibility for leadership and engagement on workforce matters across the city escalating issues to organisational bodies, PEG and HWB as appropriate.

9. Leeds Community Safety Strategy

Actions for consideration:

- For the system to build on the strong connections between our plans and strategies to tackle issues relating to community safety and wider determinants of health and wellbeing.
- Using data and engagement to gain greater insight on some of the most vulnerable people who respond to support using national best practice and lessons learned.
- A task & finish group to progress the development of activity providing an update at a future HWB meeting.

Update: Work has been progressing through the Chief Officer, Health Partnerships and Chief Officer, Safer Leeds to build on the city's strong strategic foundations for a cohesive partnership approach to addressing the major health inequalities for our most vulnerable populations using data and learning from the Joint Strategic Assessment and other areas.

With a particular focus on 'street-based living' (people who are homeless, rough sleeping and/or begging, including associated substance misuse, ill health and criminality) a number of meetings / workshops have taken place in 2019 to progress and strengthen relationships with an update to be provided to HWB in early 2020 and a citywide event mid-2020.

April 2019

Workshop

10. Promoting healthy adolescent relationships

HWB discussed the findings from a joint Domestic Homicide Review and Serious Case Review and implications for healthy relationships activity in the city, particularly, around harm represented by intimate partner violence and identifying particularly vulnerable populations.

Recommendations:

- Work to be led by the Director of Children & Families as part of a task & finish group involving representation from organisations who are members of the HWB and engaging existing partnership boards/groups as needed
- Strengthening relationships between schools and GP practices and the role of Local Care Partnerships around community safety.
- Focus on transitions between children, young people and adult services, embedding a 'Think Family', tackling Adverse Childhood Experiences (ACES) and mental health.
- Engagement with Integrated Commissioning Executive (ICE) on the role of commissioners.

Update: Embedding a 'Think Family' approach, tackling Adverse Childhood Experiences (ACES) and mental health framed the Joint HWB and Children & Families Trust Board session in July and as a result has been included within the refreshed Leeds Health and Care Plan with:

- 'Mentally healthy city for all' as a goal with improving the mental health of children & young people as a priority.
- 'Think Family' as part of partnership principles in our approach to everything we do.

It also reflected in the 'Future in Mind: Leeds Local Transformation Plan for children and young people's mental health and wellbeing' under 'Priority 9: Children and young people who have mental health needs as they grow up and support them in their transition into adult support and services', which includes peer support groups that cover topics such as healthy relationships.

ICE has undertaken a broader discussion on the challenges being faced in children's services in Dec 2019. Further work is ongoing on how we can strengthen the integration of commissioning for children and families in the city with an update to ICE in mid-2020. Further work is occurring between strengthening relationships between schools, clusters and GP practises as Local Care Partnerships mature.

11. Priority 10 - Promote mental and physical health equally: Development of a Leeds Mental Health Strategy

Recommendations:

- Support the proposed content of the draft strategy
- Endorse the shared vision that Leeds will be a mentally healthy city for all
- Approve the priorities and the four passions contained within the strategy

Update: Work on the Leeds Mental Health Strategy has continued to progress in line with the strategic direction provided by the HWB with a range of engagement sessions / workshops.

An updated was provided to the HWB in Oct 2019 with final agreement to occur in early 2020.

12. Progressing the Leeds Dementia Strategy

Recommendations:

- Note the progress made since “Living Well With Dementia In Leeds” was agreed in May 2013;
- Comment on and support the development of the proposed strategy.

Update: Leeds Dementia Partnership Board has been continuing to develop and engage on the Leeds Dementia Strategy for agreement by HWB mid-2020.

Meanwhile, actions and progress has continued through the Leeds Dementia Partnership Board such as achieving more timely transfers of care; further improvements to dementia diagnosis rates and ‘roadshow’ events to promote public awareness.

13. Leeds Autism Strategy Update

Recommendations:

- Recognise the city’s progress on meeting the aims of the Leeds Autism Strategy.
- Recognise the contribution of the work underway within health, third sector and social care provider and commissioner services.
- Agree to (subject to national guidance) support the development of a whole system approach to communicating autistic needs and encouraging reasonable adjustments aligned with other citywide approaches to integration and meeting the needs of vulnerable people.

Update: The national strategy review is still to be published and the subsequent guidance. In the meantime the Leeds Autism Partnership Board is supporting work within various elements of health and care to improve their offer to autistic people. This will be focused on helping people to identify their own needs and communicate them to the organisation – the organisation then has to have systems in place to accept these. Work is occurring with the Helm Project Team as that may help with this communication process.

There are a number of areas where autism is a priority across the city, regionally, as part of transforming care and children’s services. Work is ongoing to build on these assets to promote citywide approaches to integration.

³ Agenda, papers & minutes from HWB 25 April 2019 can be found here:

<http://democracy.leeds.gov.uk/ieListDocuments.aspx?Cid=965&Mid=8235&Ver=4>

14. Update on the Leeds Academic Health Partnership (LAHP) Strategy 2017-2021

Recommendations:

- Note the progress of the projects within the LAHP Strategy.
- Consider the LAHP Strategy's contribution to the delivery of the Leeds Health and Wellbeing Strategy, Leeds Health and Care Plan and Leeds Inclusive Growth Strategy, and comment on any matters arising.

Update: LAHP is entering into an important phase of delivery having recently reviewed key projects such as the Leeds Centre for Personalised Medicine and Health, the Leeds Health and Care Academy as well as refreshing key LAHP meetings such as the Clinical Senate and Operations Group. LAHP continues to be an increasingly important asset to Leeds as innovation, health-tech, inclusive growth and anchor institutions agendas develop further. Likewise, future developments in genomics and personalised medicine, and the need to develop a stronger research focus across the system allows the LAHP and academia more generally to build closer working relationships across the health and care system. The LAHP will continue to build on the following key strategic areas with the Leeds health and care system:

- Greater alignment of health & care in Leeds, regionally & nationally to maximise opportunities
- Better connecting the academic research community with the strategic drivers of Leeds of the Leeds Health and Wellbeing Strategy and Inclusive Growth, particularly, in development of joint bids, research projects and innovative approaches.
- Enabling incubation of new healthtech organisation and supporting existing ones.
- Support the excellent research already occurring within Leeds health and care organisation.

Work is ongoing to review the current LAHP Strategic Framework and developing the next stage of key projects, which will be explored further with the HWB mid-2020.

June 2019

Public meeting⁴

15. Priority 12: The best care, in the right place, at the right time – Update on the St Georges Urgent Treatment Centre (UTC) development

Recommendations:

- Note the role of the Unplanned Care and Rapid Response programme of the Leeds Health and Care Plan to progress the development of UTCs in line with the Leeds Health and Wellbeing Strategy.
- Provide feedback and continue to support the development of the UTCs across the city using learning from St Georges UTC and the next steps outlined.

Update: Following a formal 12 week public engagement period (running from 21 January until 15 April 2019) on proposals for five UTCs in the city, a further 'Summary and Next Steps' engagement event took place on 27 Sept 2019 to feedback on the engagement and start working on the next steps to bring UTCs to Leeds.

Using learning from St Georges UTC and the public engagement, the Urgent Treatment Centre at Wharfedale Hospital, Otley was opened in December 2019 with work is ongoing on the other areas. This includes the development of Leeds' first co-located UTC within LTHT acting as a single entry point for all people who walk into the hospital with an urgent need. Moreover, as Primary Care Networks and Local Care Partnerships develop and integrate, there will be clear regards around how they link with UTCs to develop clear pathways and where appropriate, additional services for their respective populations. This will provide an ideal opportunity to put more formal arrangements in place around integrated urgent primary care.

⁴ Agenda, papers & minutes from HWB 14 June 2019 can be found here:
<http://democracy.leeds.gov.uk/ieListDocuments.aspx?Cid=965&Mid=9702&Ver=4>

16. State of Women's Health in Leeds

Recommendations:

- Support the findings and recommendations of the State of Women's Health in Leeds report.
- Agree for organisations represented on the HWB to discuss the report in their relevant senior board/group meeting, reflect on gender differences in health and wellbeing in their services and the further actions needed to work to address the findings and identify commitments to support delivery.

Update: Following HWB, the report authors engaged with the member organisations represented to look at how we commission and deliver services that meet the needs of women and girls as a well as a broader set of work with a range of partners across Leeds at all levels.

This also includes a range of citywide and local events / workshops and ongoing work to support female employees at work. State of Women's Health in Leeds Report also gained national and international attention being the first city in the UK to produce a comprehensive picture of life, health and wellbeing for women and girls. It was also a key component of Leeds becoming UK's first Women Friendly City, which was explored further at HWB in Oct 2019.

July 2019

Health and Wellbeing Board: Board to Board Session

17. Leeds System Resilience Plan Update: Winter 2018/19 and Next Steps

Actions for consideration:

- Agreed commitment to the updated Leeds System Resilience Plan.
- Ensuring that the voice and experience of people using learning/actions from the CQC Local System Review of Leeds continues to inform the Leeds System Resilience Plan including engagement with the 'How does it feel for me? Quality Group for Leeds'.

Update: Work occurred throughout 2019 to develop an updated Leeds System Resilience Plan 2019/20 through the Leeds System Resilience Assurance Board with wide engagement with partners, which was presented to HWB in Dec 2019.

The 'How does it feel for me? Quality Group' will be operating for the first time during a winter period and will ensure that organisations receive the outcomes and offers a valuable opportunity to engage with SRAB.

18. Joint HWB and CFTB session

Actions for consideration:

- A longer term 'future generations' approach to making Leeds the Best City for Health and Wellbeing for all ages that brings together the strategic drivers of the city of Leeds Health and Wellbeing Strategy, Inclusive Growth Strategy and Climate Change.
- LTHT to attend a future CFTB to discuss Building the Leeds Way: Children's Hospital.
- Development of partnership wide definition of 'Leeds Left Shift' around preventative spend that can be applied by the system in budget processes and planning decisions.
- Improving linkages and collaboration with and between existing locality arrangements (e.g. children's clusters, LCPs/PCNs, and Neighbourhood Networks, etc.).
- 'Think Family' approach embedded across strategic planning, commissioning, service design and delivery and our workforce through practitioner events.
- Working with children and young people from an early age to understand healthy relationships.
- Population Health Management to explore focusing on children & young people for its next cohort.

Update: Following the Joint HWB and Children & Families Trust Board session, 'future generations' approach, 'Think Family', inclusive growth and climate change have been included in the refreshed Leeds Health and Care Plan.

LTHT also has a representative from the Children's Hospital who sits on the Children and Families Trust Board. An item on Building the Leeds Way is scheduled for March 2020.

Work is also ongoing to continue to deepen the Left Shift concept collectively in early 2020 as well as practitioner events on 'Think Family' and Adverse Childhood Experiences (ACES).

Population Health Management is in the process of being expanded to all cohorts, including children & young people.

September 2019

Public meeting⁵

19. Priority 12 – The best care, in the right place, at the right time: Palliative and End of Life Care for Adults in Leeds

Recommendations:

- Note the breadth of work driven by the Leeds Palliative Care Network including the work of the Dying Matters Partnership
- Recognise people receiving palliative care and those at end of life as a key priority population in city plans
- Provide feedback on the draft population level outcomes for people at end of life, and on further engagement
- Provide feedback on the draft Leeds Palliative and End of Life Framework

Update: Following HWB, palliative and end of life care was reflected in the refreshed Leeds Health and Care Plan with 'People will die well in their place of choice, carers and the bereaved will be well supported'.

- The Outcomes Document and Framework received positive feedback when presented to HWB.
- Following a citywide LPCN event with all stakeholders in November the Framework has been further developed and priorities for future work identified.
- The Health Needs Assessment has been completed with recommendations made for consideration within the next Leeds Palliative and End of Life Care Strategy 2020-2025 and subsequent work plan.
- The Outcomes have been considered by the People's Voices Group overseen by Healthwatch Leeds and improved in light of feedback.
- There are now stronger working relationships between the LPCN and Dying Matters Partnership which will help to further this work.

20. Leeds Carers Partnership Strategy

Recommendations:

- Note the progress made by the Leeds Carers Partnership in developing the draft strategy
- Comment on and support the development of the strategy including the public engagement proposal

Update: The Leeds Carers Partnership have undertaken a wide engagement process, which will be coming to an end with an event in early March 2020. Following this, the Leeds Carers Partnership will agree the draft Leeds Carers Partnership Strategy in mid-2020 followed by agreement by HWB.

⁵ Agenda, papers & minutes from HWB 16 Sept 2019 can be found here:
<http://democracy.leeds.gov.uk/ieListDocuments.aspx?Cid=965&MId=9703&Ver=4>

21. Annual refresh of the Future in Mind: Leeds Local Transformation Plan for Children and Young People's Mental Health and Wellbeing

Recommendations:

- Endorse the refreshed Leeds Local Transformation Plan for publication before 31 October.
- Note and recognise the achievements over the last 4 years.
- Recognise the strength of the child and young person's voice, in particular the impact of the MindMate Ambassadors
- Note the breadth and connection between partners and practitioners across the system and thank them for their continued commitment
- Recognise the strong contribution this strategy and plan delivers to the core prevention agenda of the city
- Recognise there is more to do, in the next year and through the subsequent plan to:
 - Embed a 'think family' approach in the city
 - Address the lack of parity of investment in children and young people's mental health
 - Transform services for those in adolescence and approaching young adulthood (16-25)

Update: *There has been significant development of the service response for children and young people in crisis.*

- *The CAMHS crisis team is fully recruited and ready to launch; it will be a peripatetic team that goes to where the child or young person needs to be seen, rather than expecting them to go to clinic or A&E; safe spaces have been commissioned and teen connect goes from strength to strength.*
- *Leeds has been successful in becoming a Trailblazer site, which draws funding into the city and creates two Mental Health Support Teams to work across Further Education; recruitment of practitioners is well underway and this is a great example of health and education integration, working in a similar way to our cluster provision in the city.*
- *Investment between health and social care is creating a dedicated therapeutic service for children's homes in Leeds, which will embed a trauma informed approach in how they are managed and dedicated access to specialist trauma support when needed.*
- *Leeds continues to challenge the stigma of mental health in schools and community settings with the leadership of our MindMate Ambassadors, and further development of our MindMate website, school champion programme and resilience programme.*
- *There is increased the accessibility to mental health support and services through the expansion of KOOTH the online counselling service, the introduction of self-referrals and brief intervention via our MindMate Single Point of Access (SPA) and the new service developments described above*

22. Update on the CQC Leeds System Review Action Plan

Recommendations:

- Review, challenge and unblock progress where needed of the action plan
- Provide comments and challenge to help drive the forward implementation of the actions.
- Confirm what if any further review is required by HWB
- Confirm how HWB may wish to share progress on the action plan.

Update: *Health and Wellbeing Board received assurances on progress against the action plan and emphasised the importance of maintaining focus on delivery to ensure that the learning fully embedded across the health and care system. Actions continue to be progressed through the identified leads and boards / groups. For example, the How does it feel for me? Group, the chaired by Healthwatch Leeds, the group brings together all health and care organisations to:*

- *Follow the real-time experiences of a number of older people living in Leeds and who experience a number of health and care services.*
- *Quarterly case note reviews of people in Leeds and their experiences of health and care.*
- *Citywide complaints group findings*
- *Ask how we can systematically hear the experiences of people in Leeds.*

23. Draft Leeds Better Care Fund Plan 2019/20

Recommendations:

- Review and agree the draft Leeds BCF Plan 2019/20.

Update: Following agreement of the draft Leeds BCF Plan 2019/20, it has been formally approved by NHS England and NHS Improvement and by Departments with confirmation received on 08 Jan 2020. Work has occurred during 2019 to align the BCF Plan and the System Resilience Assurance Board while maintaining the responsibilities of ICE or the HWB.

The current Leeds BCF Plan 2019/20 ends on 31 March 2020. The Ministry of Housing, Communities and Local Government (MHCLG) is jointly leading a review of the BCF with the Department of Health and Social Care (DHSC). Any major changes from the review will be implemented from 2020/21 when new BCF Plans may be required.

October 2019

Workshop session

24. Supporting carers in our health and care workforce

Actions for consideration:

- Anchors Healthy Workplace work-stream to conduct a carers policy review creating consistency between policies, procedures, and managers interpretation of those policies.
- Anchors Healthy Workplace work-stream to learn from partners and create a good practice guide to influence and improve standards of supporting working carers.
- Strengthen connections with the work occurring at West Yorkshire & Harrogate ICS level around carers.
- Promote the carers newsletter throughout health and care organisations.
- Leeds Health and Care Academy works to offer training for carers to care safely.
- Leeds Health and Care Academy works to offer training to help all staff understand issues and support carers.
- Ensuring that the work is connected into the ambitions for a Women Friendly Leeds recognising that women are disproportionately impacted by caring responsibilities.

Update: Connections have been made and work is being progressed through the Anchors Healthy Workplace work-stream:

- To complete simple self-assessment form to assist with baselining to understand current position in terms of their carers' policy, its uptake and interpretation across each organisation.
- Working group to be established to take forward review, looking at gaps and opportunities identified by the self-assessment; creation of a good practice guide to be one output of the working group.

Leeds are also represented at both the WYH ICS Unpaid Carers Steering Group and Programme Board. Leeds Health and Care Academy, through its advisory group, is exploring the needs of and supporting carers within staff training and how this can be implemented. Provision of training to carers is part of the long term ambition for the Academy – with further work to occur to explore how this can be part of its offer

Carers newsletter is being widely promoted to carers and professionals throughout health and care organisations.

25. Creating a Women Friendly Leeds

Actions for consideration:

- For the Women Friendly Leeds initiative to be an opportunity to showcase and celebrate nationally and internationally the Leeds approach.
- Further build on our offer of support for young women and girls who self-harm and/or have other mental health problems.
- Strengthen connections with carers, particularly, young adult carers (aged 16-25).
- Greater focus on safety and (sexual) violence.
- Ensure women and girls are at the heart of every decision – mirroring Child Friendly Leeds.
- Ask women what's important and focus on empowering women to have a voice and influence decisions.
- Strengthen links with women in paid caring roles on the front line of health and care services.
- Focus on creating a city where women feel safe linking together the Safer Leeds Community Safety Strategy to Climate Emergency (e.g. using public transport), Leeds Health and Wellbeing Strategy, Get Set Leeds and active travel (e.g. women feeling safe to use public spaces, etc.).
- For Leeds to challenge ourselves on how we commission and deliver our services that reflect gendered health and other characteristics.
- For Leeds to be a Women Friendly City, this means working for greater gender equality and creating a culture shift around men as carers, their role within the family, community and workplace for Future Generations, which has to be reflected in the language & proposals of the initiative and linked to State of Men's Health Report with an update at a future HWB.

Update: Leeds has won 4 years of funding from Comic Relief to develop Women Friendly Leeds, the first city in the UK to attain this status. The Women Friendly Leeds initiative was one of 700 worldwide bids, of which there were only 7 successful applications in the UK. The full launch will be on International Women's Day on 08 Mar 2020.

The Leeds Health and Wellbeing Board was the first strategic board to discuss the initiative in the city with the actions being incorporated into the work going forward. HWB will continue to have an essential role in driving this work forward with further updates in late 2020.

26. Draft Leeds Mental Health Strategy

Actions for consideration:

- Greater focus on physical activity as a means of prevention, early intervention and treatment of mental health and wellbeing aligned to our ambition to create a social movement around physical activity (e.g. Get Set Leeds).
- Ensuring that priorities relating to employment and early intervention includes how we can better support people claiming employment and support allowance in Leeds; the majority of whom have anxiety and/or depression and MSK.
- Greater focus on how we can support people with physical long term conditions to stay mentally healthy, Priority Neighbourhoods and areas experiencing the highest levels of deprivation and Housing.
- Build on the importance of parental mental health through 'Think Family', early support to young people and working across the whole life-course with an intergenerational approach.
- Strengthen connections with work occurring through the WYH Partnership and how the health and care system in Leeds will commission differently to support our ambitions and improve system flow.
- For the strategy to represent and celebrate what Leeds is already doing well.
- Greater focus on how Leeds will support the mental health and wellbeing of the workforce, particularly by taking an early intervention approach to anxiety and depression.

Update: Following wide engagement, the draft Leeds Mental Health Strategy has been updated reflecting the actions above and will be considered by the HWB in Feb 2020.

December 2019

Health and Wellbeing Board: Board to Board Session

27. Leeds Health and Care Climate Commitment

Actions to consider:

- Leeds Health and Care Climate Commitment to be discussed at organisational boards / groups.
- To endorse the Leeds Health and Care Climate Commitment and publicly declare our commitment at a future Health and Wellbeing Board
- To champion the climate agenda and raise its profile within organisations and across Health and Care partnership boards and groups
- To identify a senior lead in each organisation (if there is not one already)
- To take steps to reduce our impact and deliver on the quick wins
- To promote and embed the commitments within our organisations
- To deliver on the steps set out in the action plan
- To establish a climate change group with responsibility for taking forward these actions which would align to the Leeds Plan and report directly into the Partnership Executive Group (PEG) on progress
- To explore options to work with the Strategic Estates Group
- To return to a future Health and Wellbeing Board to update on progress

Update: Following HWB Board to Board session, the Leeds Health and Care Climate Commitment has been shared with represented health and care organisations in Leeds to support discussions within their organisational boards / groups. A climate change group is in the process of being established with an update to PEG in early 2020 to progress. Leeds Health and Care Climate Commitment is then scheduled for HWB in Apr 2020.

December 2019

Public meeting⁶

28. Priority 3: Strong, engaged and well-connected communities – Developing our Local Care Partnerships

Recommendations:

- Note the work being undertaken to develop Local Care Partnerships.
- Understand that success is dependent on strong relationships fostered through working together on shared priorities with appropriate support to make this happen.
- Support the principle of prioritising time to foster the right culture to make lasting change happen.

Update: Recognising that each Local Care Partnership is unique, it is expected that partnerships will develop at different rates. Priority has been given to supporting Local Care Partnerships to establish regular meetings and develop governance structures that enable shared decision making at a local level. Partnerships are working to identify local goals with support from the LCP Development Team to shape the goals into actions and ensure that the right representatives are involved. As they continue to develop, work is ongoing for LCPs to focus on the wider determinants of health that impact on the whole family through a Think Family approach. This includes establishing and nurturing relationships and understanding of one another's roles as part of a strand of work in early 2020 to establish a shared culture.

⁶ Agenda, papers & minutes from HWB 11 Dec 2019 can be found here:

<http://democracy.leeds.gov.uk/ieListDocuments.aspx?CId=965&MIId=9704&Ver=4>

29. Leeds System Resilience Plan 2019/20

Recommendations:

- Note the positive work across over the last year across Leeds to improve system resilience.
- Be assured that comprehensive plans for escalation are in place based upon good governance and communication between system partners.

Update: Significant work has occurred to develop the updated Leeds System Resilience Plan building. Leeds will be working to do the following during 2020 through a focus on four obsessions for the Decision Making Workstream as well as its broader work by mid-2020:

- *Simplifying Discharge to the Right Place at the Right Time - This work will be fully tested and a roll-out plan based on the learning from the pilot will be agreed.*
- *Achieving Reliable Care for Safety (ARCs) – This work will be fully implemented within wards of LTHT to reduce variability and put people and their needs at the heart of delivering good quality, safe care improving processes of care across their journey.*
- *Embedding Transfer of Care Policy*
- *Discharge Function (pathways and LIDs) – The coordination of a multi-disciplinary, multi-agency approach to improve understanding and the implementation of discharge pathways from LTHT to community settings developed and embedded across the key staff groups. This is to increase the number of people who move smoothly from LTHT to the best possible destination improving patient, carer/family and staff experience and outcomes*

30. Leeds Health and Care Plan (2020-2023)

Recommendations:

- Note the progress and successes of the Leeds Plan to date.
- Confirm that the Leeds Plan summary reflects the priorities that the Board previously agreed should be given additional focus.
- Identify actions that each partner will take to deliver the refreshed Leeds Plan.
- Support the development of a system-wide approach to communications and engagement.

Update: Following the agreement of the Leeds Health and Care Plan at HWB, work is ongoing in 2020 to:

- *Develop more detailed plans building on the first iteration of the Leeds Plan.*
- *Deepening the Left Shift concept collectively.*
- *Update the SROs, leads and programme management roles to reflect the new Leeds Plan.*
- *Confirm our local metrics and performance reporting as part of a wider system.*
- *Maximise significant funding opportunities regionally and nationally through agreed initiatives ready for investment.*
- *Develop the communications and engagement approach which will be developed and tested with staff and public.*

31. Development of the WYH 5 Year Strategy for Health and Care

Recommendations:

- Consider and comment on the WYH 5 Year Strategy documents
- Consider and comment on the links between the 5 Year Strategy and the refresh Leeds Plan for Health and Care
- Note the timescale and process to finalise the documents following the General Election.

Update: The final draft West Yorkshire and Harrogate 5 Year Strategy was published on its website on 31 Jan 2020 and can be downloaded in different formats here:

<https://www.wyhpartnership.co.uk/publications/our-five-year-plan>

At the December West Yorkshire and Harrogate Partnership Board, influenced by Health and Wellbeing Board Chairs from across the region, four key priorities for joint action between the Local Industrial Strategy and the 5 Year Strategy were agreed – and this will continue to ensure that work of the Health and Care Partnership focuses on overall wellbeing for the population.

Progress around our Leeds Health and Wellbeing Strategy indicators



Measuring our impact

The intent of the Leeds Health and Wellbeing Strategy indicators is to act as 'bell weather' measures on the basis if they are moving in the right direction the overall system (including a range of supporting and related measures) will also be improving. They are presented as an overview of how well we are doing, recognising the extensive intelligence that sits behind them and promoting conversation.

Indicator	Leeds previous full year(s)	Leeds latest full year(s)	Deprived Leeds	Leeds current in year	England
Infant mortality rate Death before first birthday per 1,000 live births, 3 year averages	4.4 2014-16	4.2 2015-17	5.4 2015-17		3.9 2015-17
The Infant Mortality Rate (per 1000 live births) improved for the latest reporting period (2015-17) driven by a low number of infant deaths reported in 2017 (32). The Leeds rate was 4.2 down from 4.4 in 2014-16; for Leeds deprived the rate was 5.4 down from 6.0 in 2014-16, with a slight narrowing of the deprivation gap. Leeds remains slightly higher than England (3.9) but not significantly so. This is the over-arching indicator for the multi-agency Leeds Best Start programme, which aims to promote the best start in life for every child from conception to age 2.					
Excess weight in 10-11 year olds Overweight & obese in school year (sy) 6	33.5% 2016-17 sy 19.3 Obese	34.1% 2017-18 sy 19.9% Obese	40.7% 2016-17 sy	35.7% 2018-19 sy 21.0% obese	34.3% 2018-19 sy 20.2% obese
The National Child Measurement Programme assess the weight of children in school reception year and those at the end of primary school, including the proportion of children overweight . In the most recent results close to a fifth of year 6 children aged 10 to 11 are obese with just over a third (35.7%) overweight or obese. Leeds rates are relatively stable and are comparable to national and regional rates. The most recent data highlights that obesity levels among children living in the most deprived quintile are 24.3 per cent, almost double the rate for children living in the least deprived area, where the rate is 12.7 per cent. The Leeds Child Healthy Weight Plan continues to drive the partnership and is monitored by the Child Healthy Weight Partnership group. The implementation of HENRY (for 0-5 year-olds) has led to a reduction in obesity among reception-aged children.					
Educational outcomes at 16: Progress 8 1 A grade per subject better compared to similar pupils	0.07 2016-17 sy (school year)	-0.02 2017-18 sy	-0.38 2017-18 Disadvantaged pupils	0.02 2018-19 sy	-0.03 2018-19 sy state funded
In 2019 young people in Leeds schools at the end of key stage four achieved an average Progress 8 score of +0.02, placing the city above all comparator groups, and ranking Leeds equal 52/150 local authorities. The core cities average Progress 8 score was -0.10. Progress 8 is a value added and national accountability measure for secondary education. The city's 3As Strategy (achievement, attainment and attendance) aims to activate the city and relevant partners to ensure that sustainable, long-term improvements in educational experiences and outcomes occur, especially for disadvantaged pupils. Focus areas, vital issues in themselves and drivers for change in the wider city and system are: all children make the best start to school; all children in need are safe, supported and successful in school and all children in Leeds read for learning and fun. Initiatives include creation of a virtual head for children in need and the Year of Reading.					

Indicator	Leeds previous full year(s)	Leeds latest full year(s)	Deprived Leeds	Leeds current in year	England
Percentage of children and young people who feel happy every day or on most days Leeds Schools	79% 2017-18 sy (school year)	74% 2018-19 sy			
The local Leeds My Health My School survey for the 2018-19 academic year received 17,397 responses from 188 schools. The proportion of children and young people that feel happy every day or on most days in 2018-19 was 74%, this reflected a downward trend in the latest results. Positive responses decrease with age with 68% of secondary pupils and 62% of those in Year 11 saying they are happy on most or all days. For primary age children 79% responded positively, for the decade the rate has been consistently around 84%. Across all surveyed year groups the percentage feeling 'stressed or anxious every day or most days' has increased from 19% in 2009-10 to 24% this year. Please note results are not standardised or otherwise adjusted.					
Young people not in employment, education or training or whose status is not known Ages 16 & 17 in school years 12 and 13	7.0% Dec-Feb 2017-18	9.9% Dec-Feb 2018-19		6.7% July 2019	5.5% Dec-Feb 2018-19
The combined percentage of 16-17 year olds who are Not in Education Employment or Training or whose activity is not known in Leeds increased from 7.0 per cent in 2017-18 to 9.9 per cent in 2019-19, representing 1573 young people for the national monitoring period December to February. The 9.9 per cent, broke down to two per cent NEET and 7.9 per cent whose activity is not known. This relates to difficulty in fulfilment of the tracking duty due to data capture issues. By July 2019 the not known figure had reduced to 3.3%. Targeted information advice and guidance, provision and support into provision for identified NEET young people is strong with ongoing partnership commitment.					
People working in the Leeds economy (private sector)	380.1 thousand 2017	397.1 thousand 2018 provisional			
There is continuing growth in private sector employment in the city. Provisional figures for 2018 show 397,100 people in employed, an increase of 17,000 employees and working proprietors compared to the previous year, near 4.5% growth. The growth was divided between 13,000 more full time employees (5.01% rise); 3,000 more part time employees (2.7% rise) and 900 more working proprietors (9.8%% rise). Between 2017 and 2018, Leeds had the highest growth of the core cities followed by Liverpool 2.8%; while there are comparability pre 2016 between 2010 and 2018 the 28% jobs growth in Leeds is second only to Manchester (39%) among the core cities. The data is based on a sample of trading businesses registered for VAT and/or PAYE, consequently some small business are not included and results are affected by sampling variability.					
The difference in employment rate between the England population and people with mental illness Indicator is the percentage point difference *break in time series after this date	24.8% Jan Mar 2018* 51.3% employed	23.7% Jan Mar 2019 51.2% employed		20.5% Apr Jun 2019 51.1% employed	27.9% Jan Mar 2019 48.3% employed
Leeds has a comparatively low gap for the employment of people in contact with secondary mental health services being below the national gap. This group represents approximately 9.7% of overall workforce and 6.6% of employed workforce. Just over half of the cohort is in employment representing a 24% gap with the overall workforce. Leeds employment rate for people with mental health need is in line with Bristol and just below Newcastle with the Leeds gap to the overall workforce being the third smallest of the core cities behind Birmingham and Newcastle.					

Indicator	Leeds previous full year(s)	Leeds latest full year(s)	Deprived Leeds	Leeds current in year	England
Percentage of people resident in Leeds earning under the Real Living Wage 2018 £8.75 2019 £9.00	20.5% 67,035 April 2018	19.7% 66,674 April 2019			
It is estimated that 19.7% of Leeds working residents earned less than the Real Living Wage in 2019, affecting 66,674 full time equivalent (FTE) residents. When this figure is broken down this includes 12.5% of full time working residents (29,984) and 37.6% of part time working residents (37,224). With people working in Leeds 18.6% earn below the real living wage, impacting 79,529 FTE workers. This affects 11% (34,072) full time workers and 38.2% (44,312) part-time workers. Recent estimates are calculated using the 2019 Living Wage figure of £9.00 which was in place during the survey period of the latest ASHE (ONS Annual Survey of Hours and Earnings). Estimates for 2018 were based on £8.75. The ASHE survey has a standard variance level of +/-5%, with results intended to provide a broad idea of employment.					
Number of houses in fuel poverty	13.1% 42,929 households 2016	11.1% 36,926 households 2017			10.9% 2017
The most recent information for 2017 saw a reduction in the proportion of households in fuel poverty . The number of households in Leeds is still higher than the national average, we would expect this to be the case, as Leeds has a higher proportion of low income households than most areas, as well as a comparatively high proportion of older, hard to insulate properties. While there is a good likelihood that some of the reduction in fuel poverty was due to Leeds City Council's affordable warmth promotion estimates of fuel poverty are affected by changes in estimates of average incomes and average expenditure on fuel. There are ongoing programmes to promote affordable warmth across the City which includes installing first time central heating and insulation to fuel poor households, installation of district heating, replacing expensive to run electric heating in fuel poor households and installing external wall insulation in fuel poor households. The Home Plus Leeds programme provides energy efficiency assistance to vulnerable low income households, particularly those suffering from cold related illness.					
Increased self-reporting of domestic violence and abuse incidents Reported to WY police rolling 12 months	29.5% 6015 2017-18	31.7% 7006 2018-19		31.7% 6996 Oct-18 Sep-19	
In the 12 months to September 2019 there were 6996 self reported incidence of domestic violence in Leeds, this is 31.7% of 22,038 incidents. Overall incidents were 2.5% higher than the previous 12 months. With self-reported incidents there was a 0.2% increase in proportion of 'victim self-reported' incidents and a 3.2% increase in volume. 48.1% of domestic incidents in 12 months were linked to repeat victims (0.3% increase) and 46.9% linked to a repeat suspects (2.3% increase). Leeds Domestic Violence Board priorities include: changing attitudes and perceptions (individuals and communities); supporting victims (adult, children and families); challenging behaviours (working with perpetrators); and enabling effective change (workforce and organisational responses).					

Indicator	Leeds previous full year(s)	Leeds latest full year(s)	Deprived Leeds	Leeds current in year	England
Number of reported hate incidents Reported to WY police, rolling 12 months	2435 2017-18	3035 2018-19		2882 Oct-18 to Sep-19	
Trends in reported hate incidents are routinely monitored to inform the strategic and operational response to hate in Leeds. 3035 incidents were reported in the 2018-19 financial year. The 12 months to the end of September 2019 saw a 1% decrease in reported hate incidents compared to the year to September 2018 with 2882 incidents reported. The majority 2259 involved race hate, these increased 3.6% in this period. Hate incidents involving sexuality were the second most common with 369, these had increased by 9.5%. Over the same period there were 337 incidents involving disability and 190 faith, both these categories saw reductions in volumes. The most recent Home Office release identifies 1909 racially or religiously aggravated offences in Leeds (Sep-18 to Aug-19). This is a population rate of 2.43 per thousand population with Leeds ranking second highest of core cities (ranging from 1.03 per thousand, to 3.05 per thousand). Leeds Hate Crime Strategic Board priorities, replicate Home Office guidance and include: preventing hate crime; responding to communities; increased reporting; and building understanding.					
Percentage of physically in-active adults Less than 30 minutes of moderate activity in a week. Survey based.	24.5% Nov 2017	22.7% Nov 2018		21.8% May 2019	24.8% May 2019
The most recently published results (May 2018 – May 2019) of the national Active Lives Survey (ALS), carried out by Sport England, shows 21.8% of the Leeds adult population were inactive i.e. equating to 138,000 people. This is a reduction of 2% compared to the previous 12 months or 12,600 fewer people inactive . “Inactive” is defined as undertaking less than 30 minutes of moderate activity per week. Leeds compares well to other core cities, after Bristol having the lowest percentage of inactive people. The inactive rate for Leeds (21.8%) is lower than that for Yorkshire & Humber (26.4%) and England as a whole (24.8%). Since the Survey started in 2015-16, the Leeds result has improved by 5.4% and this is recognised as a significant decrease by Sport England. The indicator is supported through the Vision for Leeds to be the Best City to be Active In. With supporting programmes expanding opportunities for people to participate, in particular among underrepresented groups such as women and girls, disabled people and those from deprived communities.					
Percentage of adults over 18 that smoke	19.4% 2017-18	18.8% 2018-19	30.05% Q2 2019/20	18.7% Q2 2019-20	
The percentage of Leeds adults over 18 that smoke in the last reported quarter was 18.7%, this proportion has been stable. This is against a long term trajectory of reductions in smoking across Leeds. There have been some small fluctuations in the smaller deprived Leeds population, the current prevalence in deprived Leeds is at 30%. These figures are based on the count of current smoker status (18+) recorded in Leeds general practices divided by the GP registered population (18+).					
Proportion of people feeling supported to manage their condition	Not comparable	61.6% Jan - Mar 2018			59.6% Jan - Mar 2018
The most recent GP Survey results show 61.6% of Leeds adults with long term conditions are confident in the management of their conditions . This is above the national rate of 59.6%. Nationally, satisfaction increases with age. The next date for publication of this data is late February 2020.					

Indicator	Leeds previous full year(s)	Leeds latest full year(s)	Deprived Leeds	Leeds current in year	England
Emergency admissions for acute conditions that should not usually require hospital admission Per 100,000 population.	1,464.9 2016-17	1,407.4 2017-18			1,324.0 2017-18
Leeds rate of emergency admissions to hospitals for conditions that usually don't require admission was 1,407 per 100,000 population for the year to 23 March 2018. This was a reduction from the previous year but slightly above (6.3%) the national rate. More recent data is planned for release late February 2020. The current Leeds rate is the 5 th highest amongst core cities.					
Delayed Transfer of Care 18+ Average number of bed day delays per day by 100,000 pop	16.9 2017-18	16.4 2018-19		11.4 November	10.3 2018-19 11.0 Nov
The year ending 31 March 2019 saw a reduction in Leeds levels of delayed transfers of care from hospitals. The overall Leeds rate of delayed transfers for the year was 16.4 daily beds per 100,000 of the adult population, this compared to 16.9 for 2017-18. Improvement has accelerated in recent months, reflective of the collective city effort to improve. For the month of November 2019 the Leeds overall average daily delays per 100,000 was <u>11.4</u> beds close to the England rate of <u>11.0</u> , Leeds had been below the England rate in October. For November Leeds ranks 101 st against other local authorities. In Leeds unlike England non-acute patients account for most delays, in November 2019, non-acute patients accounted for 55% of all delayed days compared to 34% nationally. Patient choice as a reason for delay has reduced significantly, in November this reason accounted for 21% of Leeds delays. Awaiting a nursing home, residential home or housing each accounted for around 15% of delays for the month; these, especially nursing, are often reflective of complex and specialist needs.					
65+ long term service users in residential and nursing care supported by the local authority In year rate per 100,000	2,726.13 2017-18	2,434.36 2018-19			2,118.52 2018-19
2018-19 saw a reduction in the rate of adults 65 who best have their needs met through residential and nursing home care funded by the local authority, moving closer to England levels. This is driven by a long term reduction in admission rates of adults over 65. Leeds admission rates to care and nursing homes for 2018-19 were below England, regional and comparator levels. This is consistent with a community focused, strengths based approach with a higher proportion of social care support for older people being provided at home and in the community. This is reflected in rates of admission to residential provision by existing social care service users have fallen faster than new service users.					
Potential years of life lost from causes considered avoidable DSR per 100,000	5515 per 100,000 2014-16	5,548 per 100,000 2015-17	9,253 per 100,000 2015-17		
With Potential Years of Life Lost (PYLL) (All Avoidable Causes) 2015-17 shows a small narrowing of the gap, as a result of a small improvement in Leeds deprived (9253 down from 9270) and a small worsening in Leeds overall (5547 up from 5475). None of these changes are statistically significant and should be considered as no real change. The gap between Leeds overall and deprived Leeds gap remains large and statistically significant.					



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<https://www.leeds.gov.uk/your-council/plans-and-strategies/best-city-for-health-and-wellbeing>