



LEEDS HEALTH AND SOCIAL CARE **HUB**

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Foreword

Leeds has long been an important part of the UK's health and care infrastructure. Alongside the thriving local health economy, one of the biggest local authorities in England, and a vibrant Voluntary, Community and Social Enterprise network, there is a strong national presence – the Department of Health and Social Care (DHSC), NHS England, NHS Digital and five other health-related bodies are all headquartered here.

Leeds and the wider region have become a key focus of the digital health, medical technology, and health data sectors.

We now have an exciting opportunity to build on this history, and strive to forge a new and diverse partnership between local and national parts of the health system – and beyond – focused on creating new and innovative opportunities in and around Leeds. We want to develop an effective model for central and local government to work together which ensures the Department becomes embedded in, and adds real value to, a place.

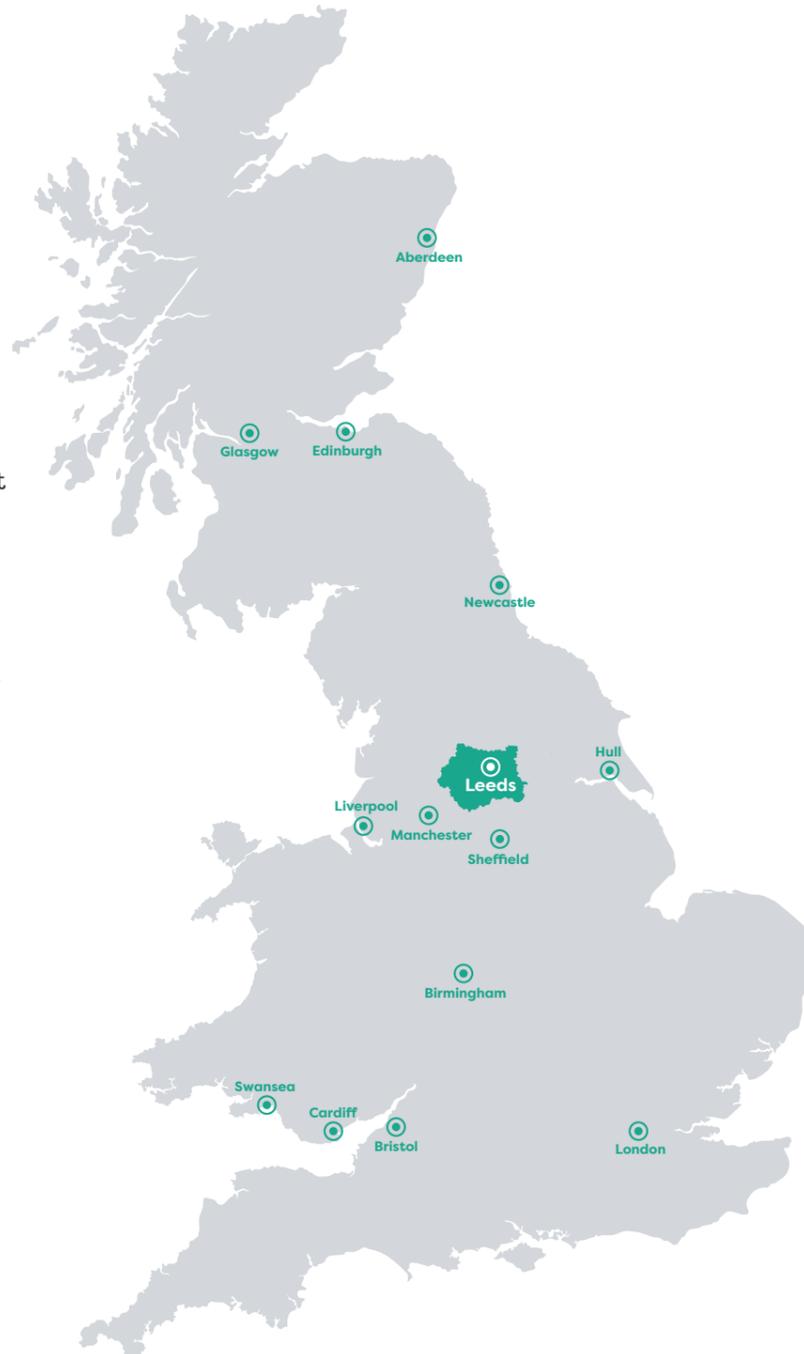
We call this the Leeds Health and Social Care Hub.

The Leeds Health and Social Care Hub is an acknowledgement of the wealth of talent and resources which makes Leeds and the surrounding region a great place to live and grow a career. It's also a new way for central and local government to work together to intervene early in the life of problems and to improve outcomes.

Our vision is for Leeds and the surrounding region to have a national and international hub for health, care and associated industries, harnessing the potential of the agglomeration of public, private and third sector organisations.

We want health and social care to be a career of choice for local residents and graduates from the region's excellent universities.

We want employers in the sector to know the region has the widest pool of talent and skills to draw from and to build on the work



of the Leeds Health and Care Academy.

In short, we want Leeds to be the place to be if you are an individual, business or organisation with a passion for excellence in health and social care.

The work of the Hub goes well beyond health and social care though. It encompasses broader health and wellbeing.

Leeds has a strong reputation for tackling health and economic inequality, with poverty having a very strong political lead, as set out in the 'Best City Ambition'. This track record of high-quality partnership working, excellence in health and social care, and local commitment to early intervention can be built on further to do even more.

We see Leeds as a place that can shape and embed local, regional, and national strategy, and somewhere that new initiatives which collectively address systemic inequalities succeed. Our work focussing on early intervention, prevention, and delivering excellent services has been recognised in the recent outstanding rating for Leeds City Council's children's services by Ofsted. By understanding current and emerging good practice, developing new approaches and tackling emerging challenges, the Hub

aims to build on what already exists in the area without duplicating or seeking to supplant other partnership initiatives.

We also recognise the importance of developing the wider health economy and will work together with the aim of creating the right environment for growth – for example, by building on the innovative work of the Leeds Anchors network and making the most of opportunities such as the new hospital and broader innovation arc.

The Health and Social Care Hub is a new and dynamic approach to working together – with the aim of opening up opportunities to facilitate social mobility and having a positive impact on diversity and inclusion, whilst building on the successful relationships already in place. We also hope that what we develop here can be replicated and learnt from across the UK and will always look for opportunities to share ideas and learn from others.

We look forward to our collaborative partnership and the exciting opportunities that will help support and sustain better health, careers, and economic growth across Leeds.

Signed on behalf of the Health and Social Care Hub partners by:

Sir Chris Wormald, Permanent Secretary, Department of Health and Social Care

Sir Julian Hartley, Chief Executive, Leeds Teaching Hospitals NHS Trust

Mark Cubbon, Chief Delivery Officer, NHS England

Tom Riordan, Chief Executive, Leeds City Council

Rob Webster, Chief Executive-Designate of West Yorkshire ICS

Professor Simone Buitendijk, Vice Chancellor, University of Leeds

Professor Peter Slee, Vice Chancellor, Leeds Beckett University

Thea Stein, Chief Executive, Leeds Community Healthcare NHS Trust

Dr Sara Munro, Chief Executive Officer, Leeds and York Partnerships NHS Foundation Trust

Richard Stubbs, Chief Executive Officer, Yorkshire and Humber Academic Health Science Network

Kate O'Connell, Director of Leeds Health and Care Academy and Strategic Workforce

Introduction

The Leeds Health and Social Care Hub provides a new way for national and local partners to work together; an exciting opportunity for us to bring our different perspectives and resources to jointly achieve our vision for the region.

It is also part of our desire to fully embed national government in the region where it is based and to use that presence to add real value to that place.

Leeds is the second Headquarters of DHSC, including the newly established Office for Health Improvement and Disparities (OHID), and a key location for other national health and social care organisations, hosting NHS Digital, NHS England, Skills for Care and others. Leeds also provides a clear link into the wider Leeds City Region.

In this document, when we reference Leeds we will mean the City of Leeds, within the Leeds City Region, which in turn is broadly coterminous with the West Yorkshire Health & Care Partnership. The work is starting in Leeds but we intend it to be clearly situated and to have a positive impact in the wider region too.

Leeds and the surrounding region is a centre of innovation and partnership working in health and social care, taking a collaborative approach to delivering high quality local services. The region's close partnership working has built the foundation for a strong and thriving local health and care system, and health economy, that sees diversity and inclusion as a strength.

The region also benefits from leading local universities developing future-skilled employees and contributing high-quality research and innovation, and a thriving and engaged third sector.

This track record of high-quality partnership working, excellence in health and social care and local commitment can be built on further to do even more.

This is the ethos of the Leeds Health and Social Care Hub.

Yorkshire Universities is an umbrella organisation representing around 12 universities across Leeds, Sheffield, York, Bradford, Hull and Huddersfield.



VISION

Working collaboratively between national and local partners, the Hub aims to make the region a natural choice for people looking to pursue a career in health and social care, and for organisations in the sector seeking to establish or expand. It also aims to make the health and social care sectors a career of choice for local residents, whilst reducing health inequalities and creating employment opportunities.

This vision aligns with the ambitions of the Levelling Up White Paper which aims to realise the potential of every place and every person across the UK, building on their unique strengths, spreading opportunities for individuals and businesses, and celebrating the culture of every single town, city and village. This will make the economy stronger, more equal, and more resilient, and lengthen and improve people's lives by making early intervention a stronger feature of policy and delivery.

All parties are committed to our shared vision and the aligned ambition of Levelling Up. We know that this can best be achieved by harnessing the full potential of the agglomeration of public, private and third sectors.

This document sets out our ambitions and approach.

Leeds and the wider region

The government is being proactive in moving more Civil Service roles out of London. We want this to be more than just moving roles to new offices; we want it to be about truly embedding the Department of Health and Social Care in the region.

This provides a clear opportunity for DHSC to look again at the role we play in the Leeds region and to join a conversation about how all the health and social care organisations can go further in our collective ambitions.

Leeds has a firm foundation on which to situate this work – as an area with a strong history of highly successful partnership working.

It also has an established innovation ecosystem, from grassroots community-led events like Leeds Digital Festival to world-leading research and development support infrastructure like [Propel@YH](#), and is committed to supporting its diverse and talented entrepreneurs. It has a rich and deep talent pool, including six universities and digital and creative talent, as well as a commitment to innovation in the health sector through the Leeds Academic Health Partnership and Yorkshire and Humber Academic Health Science Network.

However, the Hub is not just about Leeds. This work will deliver across multiple geographies, recognising that the boundaries that surround the way we work are neither fixed nor consistent.

For example, the West Yorkshire Health and Care Partnership, an integrated care system, is made up of the NHS, councils, hospices, Healthwatch, and the voluntary, community and social enterprise sectors. Together they are working across Bradford District and Craven, Calderdale, Kirklees, Leeds, and Wakefield District.

There are already strong foundations to build upon and this connectivity will be key to the success of the Hub.

CASE STUDY

Propel@YH - DigiBete

Propel@YH is a Yorkshire & Humber Academic Health Science Network led digital accelerator programme that provides early stage innovative organisations who are developing digital health solutions with access to a structured course of support and advice. This is aimed at enabling accelerated company growth and increased market presence.

DigiBete required additional support from Propel@YH around real-world evaluation and clinical safety. Tailored guidance was provided to DigiBete, with focused and comprehensive sessions providing required information regarding procurement and NHS structures.

As a result of this collaboration, DigiBete has:

- Raised internal funding of £175,000 since the commencement of the programme in March 2019 and is a nationally recognised resource for children's diabetes care.
- Secured three new research collaborations since the start of the programme and directly attributed one of these collaborations to taking part in Propel@YH.
- Developed two new digital health products/services in that time with one of these directly as a result of Propel@YH.

Transforming for a digital future
The vision is that by 2025, the UK government will be a transformed, more efficient digital government that provides better outcomes for everyone.



There are nearly **60,000** people employed in the health and care sector across Leeds alone.

Working together in a different way

The Hub provides a new way of working between national government and local NHS organisations and partners including; local government, social care, voluntary organisations, education and industry.

This is not a relationship of commissioners and providers, of policy makers and policy implementers, or of funders and funded. Indeed, there is no government funding attached to this joint work nor any promise of preferential treatment for the region. Instead, it is an authentic partnership of people and organisations working for the mutual benefit of each other and more importantly to improve health and life outcomes for those in the area. In turn, this will lead to better national policy making and provide a way of working for others to learn from, as we learn from them.

We want the Hub, and the new way of working we envisage for it, to be the catalyst which integrates the efforts of local and central government, without being bound by our traditional working relationships. By doing this, the Hub will become an innovation driver and a testbed for forward thinking policy initiatives, including early intervention and prevention, and working with communities.

CASE STUDY

Enhance

Enhance is a partnership between Forum Central (with Leeds Older People's Forum) and [Leeds Community Healthcare NHS Trust](#). The partnership supports safe and sustainable discharge of people from hospital and neighbourhood teams into a secure home environment, avoiding delays in discharge and readmissions, and enhancing capacity in health and care sectors.

It has developed in response to system challenges related to both inpatient and community service capacity and uses our local third sector workforce, knowledge and approaches to increase system capacity.

The third sector organisations involved in Enhance will provide a range of home and community based services, which may include befriending, IT support, support with self-management, and undertaking joint visits with relevant health professionals, such as nurses or therapists.





CASE STUDY

Strength based social care - Street Support Programme

The Better Lives Strategy is Leeds City Council's strategy to enable people with care and support needs to live good quality lives. Over the last five years there has been considerable progress in delivering on the three key themes of the original Better Lives Strategy: Better Conversations, Better Connections and Better Living.

Working in partnership with health staff, housing staff and a range of community based supports such as Neighbourhood networks and other third sector providers, ensuring an holistic approach, Talking Points have been established in communities across the city. It gives people an opportunity to speak directly to a social worker to build understanding and, primarily, it has developed an innovative approach to managing risk in partnership with the person and the community service that provides support to them.

The Street Support Programme for homeless people is an example of how our strength-based approach is now embedded across adult social care. Social workers now reach out to marginalised groups through a Street Support Talking Point.

During the pandemic this model was developed to support the street-based community, with Talking Points set up in local homelessness services in partnership with housing, drugs and alcohol services. A number of Talking Points are also provided across the learning disability and mental health services.

A recently-agreed new Better Lives Strategy will further aim to deliver priority actions over the next five years that will contribute to people living good lives, with meaning, connection, and capability.

Inequalities, disparities, diversity and equalities

We recognise that to understand and address inequalities, diversity, and inclusion, we need to be more strategic and proactive in how we plan, mobilise, and implement system wide sustainable and relevant interventions. As the Health and Social Care Hub is developed, and each idea and initiative built, we intend for there to be a clear focus on how it can address inequalities and disparities.

We want workforces that reflect the communities that we serve, and to benefit from the perspectives and skills that staff from a diverse set of backgrounds bring. We want to develop them and ensure that our future leaders also reflect this diversity. Likewise, we want the innovators in the health economy to reflect the communities for whom they provide services.

We also want to address health disparities, ensuring that this work is consistent with the [Best City Ambition](#) and status of Leeds as a Marmot city; tackling inequalities of economic or employment opportunities, or the diversity of our workforces and leadership teams. The [Independent report on Leadership for a collaborative and inclusive future in health and social care](#) is clear that positive diversity and inclusion action is required to tackle workforce disparity. We agree.

The intention is that each partner will take ownership and responsibility for holding ourselves to account, and ensuring that specifically addressing diversity and inclusion is integral to all of our work and priorities as we build each theme.

Structure: How we are organised

Working in an integrated collaborative fashion, we have established a steering group, chaired by DHSC Permanent Secretary – with senior representation across the health and social care sector in Leeds and the West Yorkshire region. It will lead this work by providing strategic direction and oversight.

A working group with representatives from education, health, public health, local government and health science will own and oversee a plan of agreed activity, as directed by the steering group.

The work has been strategically aligned to focus on themes where the Hub will bring added value to the work of existing partnerships and established ways of working or will be able to do something new and not currently in place.

DHSC has a longstanding and major presence in Leeds, its second headquarters, with the core Department employing over 900 staff in the city, and many more across its Arm's Length Bodies, including NHS Digital, NHS England and Health Education England. The Department of Work and Pensions has also recently designated Leeds as its second headquarters.

OUR PRIORITY AREAS

The Health and Social Care Hub intends initially to focus on three areas:

- **PEOPLE AND TALENT**
Developing clearer career pathways between health and care organisations in Leeds, building our entry offer for local residents, improving our graduate entry and postgraduate development offers, and investigating what we can do with our excess apprenticeship levy to support skills development locally.
- **THE HEALTH AND SOCIAL CARE ECONOMY**
Working together to continue to develop Leeds as a location of choice for health and social care businesses, particularly innovative businesses and those in the digital health and medical technology sectors.
- **POLICY AND DELIVERY COLLABORATION**
Designing a new way of working that allows for the development of knowledge, service improvement and innovation in health and care. Also bringing together the knowledge, experience and insight of all partners to address health and care policy challenges. This work will initially be based around health disparities.

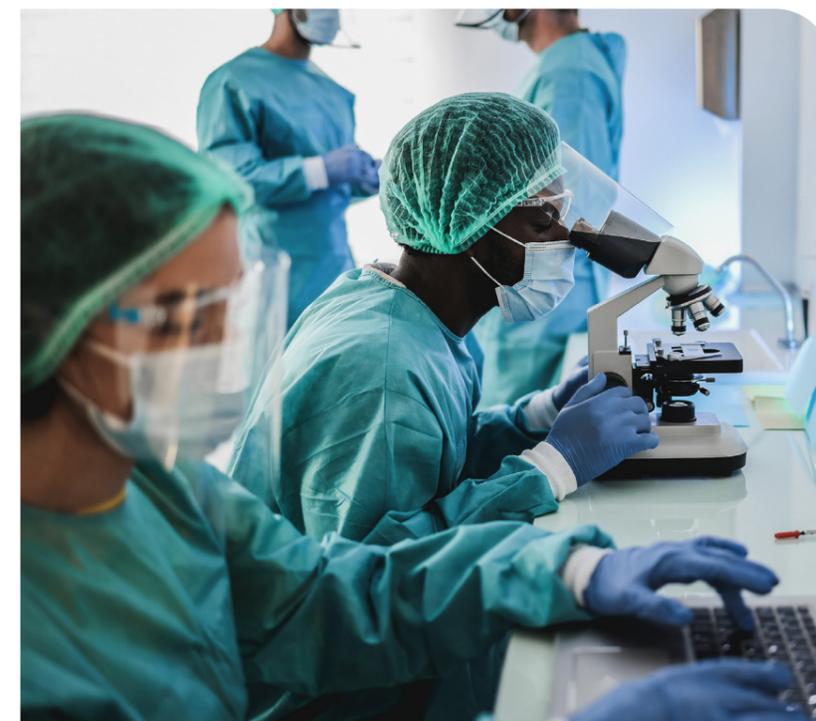
Priority Area 1: People and Talent

In the first phase of our work through the Hub, people and talent will be a priority area of focus.

A well-developed, diverse workforce provides a strong foundation for an inclusive economy, offering good employment opportunities for all. The Messenger Review makes clear the importance of diverse, inclusive and integrated leadership working collaboratively across systems to deliver the best health and social care outcomes. This, in turn, helps deliver good health and care as well as high-quality policy.

We plan to focus on staff development and career pathways. By providing good local jobs and supporting local people to access them, we aim to make the health and social care sector the employer of choice for many local people from all communities.

By working in partnership with local academic institutions to offer high-quality, sought-after qualifications and apprenticeships, we intend to attract and develop diverse future leaders. We want to develop clear career paths which facilitate experience in different roles in the Civil Service, local government, health, care, and innovation across public and private organisations. In doing so we will ensure that Leeds is the natural choice for a rounded career in health and social care, helping to retain and develop talent across the region.



CASE STUDY

Lincoln Green employment and skills project

Leeds Teaching Hospital NHS Trust is one of the biggest employers in Leeds with six hospitals across the city. An anchor institution - well placed to provide employment opportunities for people living in the area.

Leeds City Council collaborated with Leeds Teaching Hospitals NHS Trust and local charity, Learning Partnerships, to deliver information sessions and innovative employability courses, aimed at connecting residents living in Lincoln Green and other disadvantaged communities in Leeds with job opportunities. The project has been a great success:

- 49 people started the six-week employability programme and 29 people successfully secured employment at St James's Hospital.
- The learning from the Lincoln Green project has been taken and used to help the Narrowing Inequalities through Health and Care Careers Programme which expands the model across different partners, and different careers.
- Since the pilot in 2019 there are a number of individuals that have taken advantage of the development opportunities to progress from the initial facilities technician (ward housekeeper / porter) roles to clinical positions.
- Due to the success of the pilot programme, Leeds Teaching Hospitals NHS Trust has committed to support three programmes a year.

Leeds has a thriving voluntary, community and social enterprise sector with 1,180 registered charities contributing to the wider determinants of health. The Hub work will also tap into this diverse talent pool of 9,650 paid staff and 8,600 trustees with the aim of enriching the diversity and inclusion of leadership across the city's health and care workforce. Our initial focus includes the following aims:

- **Making career paths between organisations clearer** and the transition simpler for staff who want to make permanent moves as part of a varied career.
- **Making it easier for people to be seconded between organisations** – allowing all organisations to tap into collective talent from the wider system, and allowing individuals the chance to develop their careers in different contexts, both locally and in the Civil Service.
- Expanding and diversifying our talent pool by **making roles attractive and accessible to people with the aptitude to succeed.**
- As part of the Civil Service commitment to enhancing employment opportunities in diverse communities, we plan to explore the **Going Forward into Employment** initiative within the Leeds Hub catchment area as a way of helping to achieve inclusive employment.
- **Developing new apprenticeships** that can be accessed by a range of local organisations, alongside developing outreach that can help to attract more local residents into them. This would build on the work of the Leeds Health and Care Academy and West Yorkshire Health and Care Partnership's 'People Plan' which focuses on all the sectors, including carers and volunteers.
- Developing schemes that allow for the **apprenticeship levy held by partner organisations to be transferred to local organisations** to provide opportunities for local residents.
- Looking at our **development schemes to offer rotations between organisations** and joint outreach, as well as providing more opportunities for joint working, learning and sharing between individuals taking part in these schemes.
- Expanding learning opportunities across the partner organisations to improve the collective skills and knowledge base needed to **shift organisational culture** to achieve better systems thinking and ways of working.

CASE STUDY

Neighbourhood Networks

Neighbourhood Networks have developed across Leeds since 1980, focusing on preventing illness and social isolation and promoting health, wellbeing and independence through supporting older people in their local communities.

The networks have a national reputation for innovative new schemes tailored closely to the needs of local communities. Partially funded by Leeds City Council and the former NHS Leeds Clinical Commissioning Group, they collectively report a membership of 25,350 people and offer over 700 activities. This provides coverage to every part of the city – contributing to Leeds' key ambition of being the best city to grow old in.

Neighbourhood Network schemes are supported by a mixture of staff and volunteers and are governed by local people representing the communities they serve; with 91.9% of professionals including health, police and GPs reporting that engagement was good or very good.



DIGITAL FUTURE
23%
of digital work is based in Leeds.



- Building a **culture of collaboration and sharing** between our organisations including regular networking, knowledge sharing, collaborative ways of working, shared development and more.
- Working with local universities to **develop higher education offerings** for staff developing their careers in the city and wider region.
- **Developing our leadership offer** so that we are working together to develop our next generation of health and social care leaders, taking into account and building on the recent Messenger Review, to ensure a pipeline of diverse and talented future leaders. We also plan to explore further collaborations on skills frameworks, digital skills, and Learning & Development programmes.
- Working together to **develop and design the roles of the future** and how we can develop our leaders to meet the future need.

The intention is that our work in this theme will be closely aligned with the work of the Leeds Health and Care Academy. The Academy has a remit to design and deliver transformational shared learning for everyone working in Leeds health and social care, and to bring together health and care partners to address shared workforce priorities through collaborative projects.

CASE STUDY

Medicine+ Enterprise & Entrepreneurship

Medicine+ Enterprise & Entrepreneurship is a novel development at the University of Leeds allowing a small group of students to personalise their primary medical degree with dedicated enterprise training, and a MSc in Enterprise and Entrepreneurship with the Leeds University Business School. There are specific opportunities in each of the five years of the programme to focus on innovation, enterprise and entrepreneurship to benefit students, patients, the University, the NHS and the local economy.

The Leeds Inclusive Anchors Network

Brings together 13 major civic institutions including the council, NHS trusts and higher education, who collectively employ around 1 in 6 people in Leeds and work together to deliver an inclusive and healthy city economy.

Priority Area 2: Health and Social Care Economy

There is already significant innovation-led economic development underway in Leeds through delivery of the inclusive growth strategy and launch of the recent innovation prospectus.

We want to stimulate innovation which drives and delivers measurable impact towards a healthier, greener and more inclusive future for Leeds and the world.

For example, the [Leeds Innovation Arc](#) is a series of innovation neighbourhoods formed around the natural anchors of the universities, the proposed adult and children's hospitals, the public realm, and major private sector partners. Set across 150 hectares of the city centre, the Innovation Arc will stitch together some of the most significant innovation assets in the north of England.

There will be over 3,000 new homes in and around the Arc and the potential for up to 220,000 square metres of additional public space improvements, as well as space for two new city parks.

A significant opportunity to contribute to this innovation hub is presented by the New Hospital Programme: The Leeds Teaching Hospitals NHS Trusts' Hospitals of the Future Project sets out investment plans for new healthcare facilities at the Leeds General Infirmary (LGI) site through the building of a new state-of-the-art acute specialist hospital that will expand the Trust's world-class adult healthcare services, and a new home for the Leeds Children's Hospital.

The proposed investment in these new cutting edge healthcare facilities, will free up five hectares of land and existing buildings to develop a world-class hub for research, innovation and technology in health and life sciences – bringing with it an estimated 3,000 new jobs plus a welcome £11bn boost to the economy.

DIGITAL FUTURE
Leeds City Region has **600** health and life science firms.



Leeds City Council is developing a flagship District Heat Network (DHN) that will use energy generated by processing waste at the Recycling and Energy Recovery Facility (RERF), to convert steam to heat and hot water. This £35 million pound investment will play a key role in the City's plans to cut carbon emissions, reduce energy bills, and improve air quality. 1,983 properties are involved, and a number of businesses have already signed up to connect to the new Heat Network. There is significant capacity for the network to grow by adding new customers.

Key connections include Quarry House, Leeds City Council and buildings on the Leeds General Infirmary site as well as 1,983 local homes.

CASE STUDY

The Innovation Pop Up - Leeds Teaching Hospitals NHS Trust

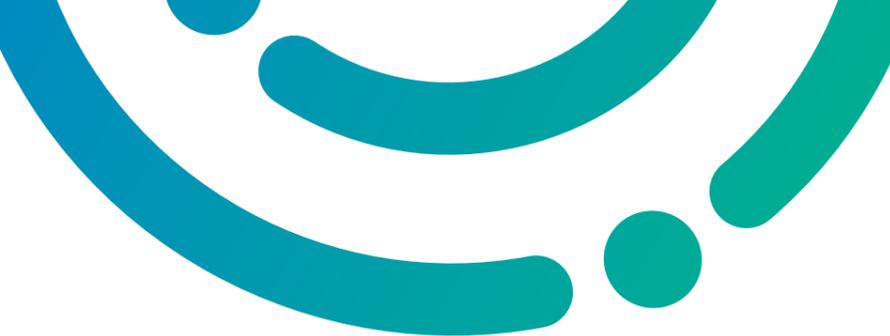
The award-winning Innovation Pop Up is an agile initiative to develop a culture of innovation in healthcare to evaluate technologies for application in the planned new hospitals, and to build a track record of industry and academic collaboration. It provides support for clinicians to take forward ideas that solve healthcare problems and connects the Trust to companies with innovative products and services which address healthcare needs.

IMedis

Health tech company IMedis is working with the Innovation Pop Up to help scale up the world's first AI-powered quality assurance system for radiology computed tomography (CT) scans. The company selected Leeds Teaching Hospitals NHS Trust to partner with because it provides a framework for the development, adoption and spread of innovation within the NHS.

WarnerPatch

Health tech entrepreneur Melissa Berthelot, the founder and CEO of medical device company WarnerPatch, is working with the Innovation Pop Up to trial her continuous remote monitoring technology with patients and clinicians at Leeds Teaching Hospitals NHS Trust. It is non-invasive and powered with 5G connectivity, enabling the flow of critical information to clinicians.



We want to create a legacy of economic growth led by solid partnerships, such as the West Yorkshire and Leeds City Region Enterprise Partnerships, Leeds Academic Health Partnership, Health Education England, and universities.

This ecosystem approach is one that we know works – innovations and innovators are mutually reinforcing, especially when closely integrated with the local health system. We need all parts of the system to continue to work together and to make even more of the connections.

For example, capitalising on regional HealthTech strengths, the new West Yorkshire Innovation and Improvement Hub has been set up within the West Yorkshire Integrated Care System, to ensure that all our citizens can benefit from transformational innovation. The West Yorkshire Innovation and Improvement Hub provides a key link between the health and care system and innovation – hosting a two-year, digital primary care innovation hub with a focus on horizon scanning, implementation, and adoption of innovations in general practice, pharmacy, and other services.

The Leeds Health and Social Care Hub will look for further opportunities where the collaboration of a range of local and national partners can make a tangible difference in the region. The intention is for this to include:

- Working together to support the **Innovation Arc** as part of the work to develop the new hospital on the Leeds General Infirmary site, and a key part of the government's New Hospital Programme.

SeeAI is a MedTech company that develops solutions to address a shortage of radiologists. Through the development of image diagnostic technology, SeeAI's team of multidisciplinary experts are working towards a future where patients can get their medical imaging diagnosis within minutes, and expert radiologists working in high-pressure environments are supported in making confident diagnoses. Co-founders Saile Villegas and Reo Ogusu are both graduates of University of Leeds and the Propel@YH digital health accelerator programme.



CASE STUDY

Nexus

"Nexus has changed the way in which universities and industry work together".

Nexus is a key start-point and symbol for Leeds Innovation Arc: comprising an inclusive community for entrepreneurs, innovators and businesses of all sizes, and designed to foster meaningful collaboration and impactful innovation. It brings together the brightest minds from business, technology and academia.

It has its physical base in a state-of-the-art innovation hub on the University of Leeds campus - in a building designed to foster collaboration and accommodating up to 60 technology-led businesses.

The community of high growth businesses is located around the world, with members as far away as Israel and Canada. Members of the Nexus Community benefit from the tailored support of a dedicated expert team, access to opportunities and graduate talent, and a varied, year-round events programme.



DIGITAL FUTURE
Leeds City Region has **250** MedTech companies.

- Supporting **inclusive, collaborative partnerships** between life sciences and innovation, businesses, academics, healthcare providers and policy makers – working to improve the environment and support for innovators.
- Working to continue to attract talent into the **emerging health technology and biotechnology hot spot** developing in Leeds and West Yorkshire.
- Signposting and **maximising business incubation opportunities**, supporting the business incubators based in the region's universities (including Nexus at University of Leeds, Leeds Beckett Business Centres, DHEZ in Bradford, and 3M Buckley Innovation Centre in Huddersfield).
- Investigating **specific outreach programmes locally** that would allow for the full range of local and national employment opportunities to be demonstrated to local children.
- Working with colleagues in the **Department of International Trade** to continue to market Leeds internationally and attract inward investment.
- Actively seeking out further **opportunities where we can work together jointly** to support and develop the already burgeoning local health economy.

We know that health and wealth are intrinsically linked. By developing the surrounding infrastructure and attracting investment, as well as attracting a high-quality and visibly diverse workforce, we aim to make Leeds the location of choice for companies in the health and care sector. Improving employment opportunities and building the local economy would help drive up health outcomes and reduce inequalities in the region.

CASE STUDY

The West Yorkshire Innovation and Improvement hub

The new West Yorkshire Innovation Hub has been set up to ensure that all West Yorkshire citizens can benefit from transformational innovation by leading a healthcare innovation system. Capitalising on the exceptional regional HealthTech to drive both future economic prosperity and improve health outcomes, and to spread this both across the system and beyond the region.

It will host a two-year digital primary care innovation hub with a focus on horizon scanning, implementation, and adoption of innovations in general practice, pharmacy, and other services.

Working with the Yorkshire and Humber AHSN, West Yorkshire Health and Care Partnership has launched ten innovation schemes. For example, in breast cancer surgery where innovations will include; improving screening uptake in minority communities, an onco-geriatric programme to support best care options for older people, and the adoption of TytoCare; a wireless, handheld device that allows clinicians to perform medical examinations anywhere, for the ear, throat, lungs, heart, temperature, skin, and abdomen.

Priority Area 3: Policy and Delivery Collaboration

The Health and Social Care Hub is a unique opportunity to develop something new and innovative in the way local, national and academic and community partners work together to address health and wellbeing policy challenges. We want our partnership to support the development of improvement, knowledge and innovation in health, care, and wellbeing.

Committed to being a Marmot city, Leeds is already a leader in early intervention with an integrated approach to a wide range of policies.

It has many strengths, such as neighbourhood networks, asset-based community development, a network of community hubs, and a wide range of early intervention work with children and families, older people, and people with disabilities.

For example, the YHealth for Growth partnership led by the Yorkshire and Humber Academic Health Science Network, Yorkshire Universities, and NHS Confederation is already bringing together local and national leaders to better recognise the linkages between health and the economy, with the aim of tackling deep-rooted inequalities which exist across the region.

By further building on the expertise and resources that already exist in Leeds and the surrounding region, the academic excellence of Yorkshire Universities as well as the presence of DHSC, including the Office for Health Improvement and Disparities, and other government departments, we aim to make Leeds one of the locations with the most interesting thinking and innovative practices in the country. This would involve developing initiatives and exploring how to leverage cross-government engagement and impact. In addition, we intend to trial and review policies, and provide an early test bed for key new thinking in the health and social care system.

CASE STUDY

The Synergi Leeds Partnership - a whole-systems approach to addressing ethnic inequalities in mental health

In Leeds there is a clear partnership commitment to promote good mental health, prevent mental illness and provide high quality care and treatment. This key agenda is supported by the Leeds Mental Health Partnership Board and Health and Wellbeing Board.

Recognising the significant national challenge of ethnic inequalities in mental health, the Synergi-Leeds Partnership provides a forum in which to inspire and engage system and community leaders to address all forms of racism, further develop work within acute mental health settings and develop community responses to increased risk of mental ill health via a community grants programme.

In 2020, senior leaders in Leeds signed the UK's first national pledge to reduce ethnic inequalities in mental health. This pledge and its seven key commitments are helping to embed the work across the whole system in the city.



CASE STUDY

Asset Based Community Development and supporting the community response to Covid-19

Leeds has pioneered the use of Asset Based Community Development (ABCD) - a neighbourhood-based community building approach; founded on the principle that given the tools and the opportunity, small groups of citizens can change the things they believe need changing.

In March 2020, the embedded principles of ABCD enabled Leeds to respond swiftly in coordinating the local community volunteering response to Covid-19. A range of other positive impacts include up to £14.02 of social value returned for every £1 invested, with ABCD supporting greater community cohesion by bridging differences in generations, and by supporting neighbourhoods to be more inclusive of people with disabilities.

It is proposed that the Community Care Hubs provide a model for how the city works with people and communities to tackle a range of strategic challenges at a local level - from food poverty to the impacts of climate change. As of January 2022, Leeds has five new Pathfinder sites, taking the total number to 14 including one with a focus on the Roma community.



We plan to do this by:

- Establishing **new ways of working** with Leeds and the surrounding region, recognising the different challenges and opportunities provided by rural and urban geographies, as an area where we can jointly test ideas, explore policy solutions and gather real-time insight.
- Linking in with existing strategic networks to **establish a specific working group to which we can refer the toughest challenges** we jointly face. The group would be there to collaboratively solve problems, identify risks, support linkages and transform the speed of policy making. Whilst this group would not have a long-term work programme or fixed set of objectives, it would be there to tackle important challenges as they arise.
- Ensuring this work is **underpinned by excellent academic input from the region's universities**, acting as a hub for the exchange and development of high-quality analysis, data and evidence of what works.
- Providing **an additional route back into other government departments** to help with the joining up of policy solutions and problem solving.
- Establishing a multi-directional ethos, under our joint collaboration, to share and challenge ideas, insights, research and **act as critical friends**.
- **Encouraging and facilitating the interchange of ideas, insight and research.**
- **Ensuring that the citizen and user voice** is integrated into our problem solving and delivery.



CASE STUDY

YHealth for Growth

YHealth for Growth is a partnership between Yorkshire and Humber Academic Health Science Network, Yorkshire Universities, and NHS Confederation. The partnership aims to recognise the intrinsic and unbreakable link between health and economic prosperity, whilst championing the role of health in driving economic and inclusive growth in the Yorkshire and Humber region. The partnership also believes that health should be a key factor in all policy and economic investment and decision making at both a local and national level.

Taking collaborative action to improve health, inclusive growth, and wellbeing is in the best interests of the region and should be a shared priority. Therefore, the partnership has been convening leaders from across the Yorkshire and Humber region and further afield to continue this important discussion.

- A conference was held in 2019 to bring together senior leaders and to raise the profile of links between health, the economy, and policy.
- A collaborative report was published in 2020, setting out recommendations aimed at local and national leaders to tackle increasing socio-economic inequalities and boost health outcomes by encouraging greater cross-sector working.
- The partnership continues to contribute to the ongoing local and national policy debate e.g. providing evidence to an inquiry on 'Levelling up' and Public Services led by the House of Lords Select Committee on Public Services.



As a first topic, we plan to focus on policy challenges around early intervention and health disparities, taking our lead from the commitment of Leeds to being a Marmot City.

We also plan to explore the opportunities accompanying the Social Care Reform Programme, particularly the People and Talent strand.

Developing these new ways of working will take time and engagement from all involved. It would also involve us testing, learning and developing the approach as we progress, with mutual understanding to share that learning with others to help improve outcomes and level up.

Propel@YH

Propel@YH is Yorkshire & Humber AHSN's digital accelerator programme. It provides innovative organisations who are developing digital health solutions with access to a structured course of support and advice, aimed at enabling accelerated company growth and increased market presence. The pioneering programme is open to all small-to-medium enterprises that can demonstrate innovative digital and patient solutions and have either an existing presence in the region or are willing to establish one.

CASE STUDY

Children's Healthy Weight - tackling childhood obesity

Leeds adopted a citywide child obesity strategy in 2008 with the national charity HENRY (Health Exercise Nutrition for the Really Young). Training and family programmes are a central component of the approach.

Research published in 2019 in the journal Paediatric Obesity, looking at national data collected through the National Child Measurement Programme from 2009-2017, showed that Leeds was challenging national trends at the time in two key areas - lower levels of child obesity overall and particularly among the most deprived children in the city.

Obesity levels fell from 9.4% to 8.8% in reception children overall and from 11.5% to 10.5% for those reception children living in our most deprived neighbourhoods.

HENRY Healthy Families Growing Up Parent Programme was introduced in 2021 and is now being delivered in local primary schools.

Get involved

The Leeds Health and Social Care Hub – a new space to raise our collective ambition – needs you!

If you are a member of staff working for one of the partners, we want you to think about how you can contribute to the success of the Hub. Whether you are a policy maker or practitioner, HR professional or clinician, an academic or a community leader, this is an exciting opportunity to get involved. This might be as simple as collaborating on a piece of work or building a professional network between organisations. It might be contributing to some of the priorities identified within this publication; helping to shape and deliver them. Or it might be your role in a large collaboration such as we see around the Innovation Arc.

In this work we see a wide role for many contributors. We want this new way of working to thrive, and to be underpinned by a principle of partnership working where it will contribute to our aims.

This can't just be about the public sector, or the partners who have committed to this publication.

If you are a business or innovator, we want to hear from you and to understand how we can help and support you and how you can contribute to the vision. We also want you to get involved with ideas or innovations that strengthen the further development of Leeds and put it on the international map. We plan to run some open-door events to make sure we are taking on board ideas and offers of help.

If you are a third sector organisation, or have an interest in the vision and how we can work together to achieve it, please get in touch.

Finally, if you are already part of one of the partnership forums in Leeds, such as the Health and Care Academy, Leeds City Region healthcare cluster, Innovation Arc, West Yorkshire Health and Care Partnership, Leeds Academic Health Partnership, Leeds Inclusive Anchors, or part of any others, as key parts of the Hub, we want you to be able to funnel your ideas, challenges and opportunities through them, ensuring that we build on and make use of what we already have.

Connecting national organisations to local systems completes a compelling picture for everyone working in the health and care system. Everyone in Leeds and the surrounding region should be able to see themselves in it.

We will continue to develop this approach and evolve our priorities to embed DHSC in Leeds and to improve the outcomes for those who need it most.

As we evolve, the vision will remain. All who share it are invited to join.

Contact: LeedsHealthandCareHub@dhsc.gov.uk



**DIGITAL
FUTURE**

Leeds City
Region has

62

dedicated digital
health firms.

CONCLUSION

The Leeds Health and Social Care Hub is a new way of working that supports the aim of embedding DHSC in the region. This model allows us to harness the full potential of the agglomeration of public, private and third sectors and to use this partnership to benefit the region. We want this to be an approach others can learn from – producing outcomes and approaches that are replicable nationally, just as we in turn learn from other regions.

This new way of working includes a fresh approach to developing inclusive careers, to innovating, and to working on improving health and care, which will create a place where people want to come to live, work and stay. It is based on the firm conviction that productive partnership working will produce a health and care sector where local people want to work and build their careers, a place where innovators know they can build great businesses, and where the approaches to health and wellbeing are seen as national and international exemplars.

The Leeds Health and Social Care Hub working in partnership:

 Department of Health & Social Care www.gov.uk/government/organisations/department-of-health-and-social-care	 Leeds Health and Care Academy www.leedshealthandcareacademy.org	
 The Leeds Teaching Hospitals NHS Trust www.leedsth.nhs.uk	 Leeds Community Healthcare NHS Trust www.leedscommunityhealthcare.nhs.uk	
 Leeds and York Partnership NHS Foundation Trust www.leedsandYorkpft.nhs.uk	 NHS West Yorkshire Integrated Care Board www.westyorkshire.icb.nhs.uk	 West Yorkshire Health and Care Partnership www.wypartnership.co.uk
 NHS England www.england.nhs.uk	 Forum Central www.forumcentral.org.uk	 Yorkshire & Humber AHSN www.yhahsn.org.uk
 UNIVERSITY OF LEEDS www.leeds.ac.uk	 Leeds CITY COUNCIL www.leeds.gov.uk	 LEEDS BECKETT UNIVERSITY www.leedsbeckett.ac.uk

This document, and the commitments made within it, are the product of contributions from a number of different organisations. This work could not have happened without the collective effort of all. Thank you to the organisations involved in shaping this document – we look forward to working with you in creating the Leeds Health and Social Care Hub.

Information correct as of July 2022.

