

#TeamLeeds

We are Team Leeds

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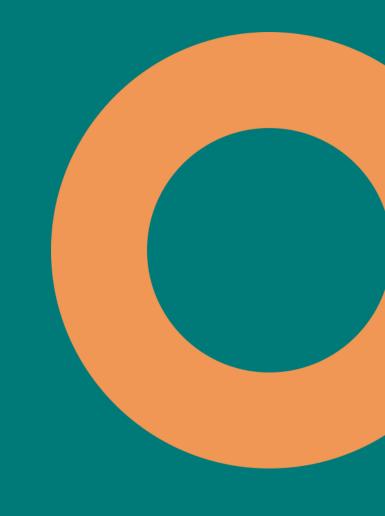
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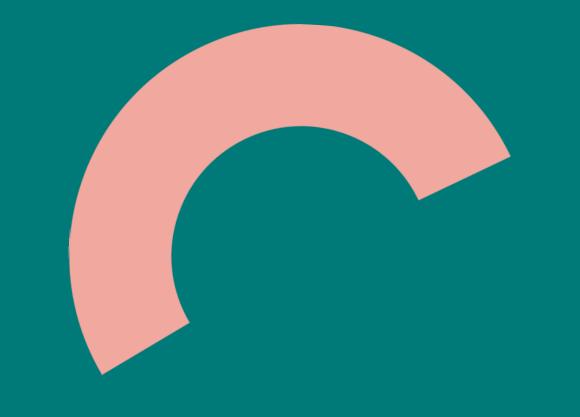
The Leeds Office of the NHS West Yorkshire Integrated Care Board – The ICB in Leeds





Part 1 - Leeds Office of the NHS West Yorkshire Integrated Care Board (The ICB in Leeds) - Overview





The Leeds Office of the NHS West Yorkshire Integrated Care Board (ICB in Leeds)



The ICB in Leeds

The Leeds Office of the NHS West Yorkshire ICB (the ICB in Leeds) is part of the West Yorkshire Integrated Care Board and wider West Yorkshire Integrated Care System (WYICS). The ICB in Leeds is a key partner within the Leeds Health and Care Partnership. The Leeds Health and Care Partnership (LHCP) is the local partnership of Health and Care Organisations working together, and with our citizens, to improve the health and wellbeing of people living in Leeds.

Why

Despite our best efforts, the gap in health inequalities is increasing for many communities in Leeds. The LHCP is motivated by the need to respond to the current and future needs of our increasingly diverse communities as well as our younger and older populations. At the same time we know the NHS in Leeds is struggling and people often wait too long for care. We are committed to working together to address the significant system pressures that we are facing in the 'here and now' as a result of the pandemic.

What

Our Health and Wellbeing Strategy sets out our ambition to be a healthy and caring city for all ages where those who are poorest, improve their health fastest. Our Healthy Leeds Plan sets out the measurable improvements to long term population outcomes, improved quality and experience and immediate system challenges that we will achieve as the LHCP, with citizens, over the next 5 years. We will only achieve our ambition by working together to make collective decisions about how we use our resources to have the biggest possible impact on improving the long-term health and wellbeing of our population.

How

Our LHCP Operating Model describes how we will achieve our ambition by making collective decisions about how we use our available resources to have the biggest possible impact on improving the long-term health and wellbeing of our population. The functions and capabilities hosted and provided through the ICB in Leeds are one element of how we will operate as the LHCP



From July 2022, the statutory duties of, and staff employed by, NHS Leeds CCG transferred to the West Yorkshire Integrated Care Board (the statutory NHS organisation within the wider WYICS). The role of the ICB in Leeds is to serve and support the LHCP and WYICB to:

- Ensure statutory duties relating to quality, safety, delivery and finance are delivered in Leeds.
- Host the capabilities required to enable the LHCP to take a Population Health Planning approach to improve outcomes and reduce health inequalities.
- Work with providers to plan, design and implement solutions that enable the delivery of person-centred integrated care for people in Leeds.

Three areas of focus for the ICB in Leeds



1. Embedding and enabling Population Health Planning

To achieve the ambition to improve long term outcomes and reduce health inequalities in Leeds, the LHCP has committed to embed a **Population Health Planning (PHP)** approach. This data-driven approach will ensure available resources are directed towards evidence based interventions that will have the biggest impact on the health outcomes of our populations.

The LHCP is establishing Population and Care Boards to make decisions and direct the work required to improve outcomes and value for people in Leeds.

A key role of the ICB in Leeds will be to support the establishment, development, effective functioning and decision making of the **Population and Care Boards.**

The ICB in Leeds will also develop and host the technical capabilities required to enable a PHP approach across all Population and Care Boards. This includes the Leeds Office of Data Analytics.

2. Enabling design and delivery of personcentred integrated care (System Integration)

Providers have the essential role within the LHCP of turning agreed outcomes and ambitions into actions with direct impact for people. It is, however, recognised that providers have limited capacity and therefore the ICB in Leeds has a role in working alongside providers to support and facilitate this work.

Matrix teams of experts from the ICB in Leeds, providers and partners will support Population and Care Boards to enable and implement priorities and work programmes agreed by the providers and partners that make up each of these Boards.

Key capabilities within matrix teams will include Analytics, Project Management, Clinical Leadership, Quality Improvement, Finance and Contracting.

At the same time, subject matter experts in the ICB in Leeds will work to address cross-cutting solutions to make design and delivery of integrated care the easiest option e.g. Information Governance, digital and contracting.

3. Ensuring delivery of statutory duties

The WY ICB will delegate responsibility for delivery of many statutory duties to the Leeds Committee of the ICB. These relate to:

- Availability of safe, high quality healthcare services (including General Practice and in the future Dentistry and Optometry)
- Ensuring NHS financial spend does not exceed the available budget
- Ensuring robust governance is in place to support transparent decision making
- Decisions about how we allocate NHS resources and prioritise our efforts across Leeds to improve outcomes and reduce health inequalities

Staff and teams working for the ICB in Leeds will work alongside providers and partners to ensure these standards are met for people in Leeds, providing improvement support as needed. Over time partners will be mutually accountable for these standards.

Assurance to the LHCP and WYICB will be provided through the Finance, Delivery and Quality and People's Experience sub-committees of the Leeds Committee of the ICB. All will have representatives from across the LHCP and be supported by the ICB in Leeds.

Capabilities hosted and provided by ICB in Leeds Partnership



The primary purpose of staff working within the ICB in Leeds is to improve outcomes, reduce inequalities and ensure the delivery of statutory duties relating to safety, quality, delivery and finance. They will do this by providing and securing the Population Health Planning, System Integrating and Corporate Capabilities required by the LHCP and WYICB.

Through its Shaping Our Future Programme (SoF) NHS Leeds CCG created a new operating model to enable the organisation to deliver three key strategic capabilities (Population Health Planning, Systems Integration and Statutory Duties) within the LHCP and WYICB. These underpin the three key areas of focus of the ICB in Leeds and are set out in the adjacent figure.

The ICB in Leeds is organised as a set of 'Business Units' of people with similar expertise. This enables the formation of matrix teams with a range of expertise to respond to and progress priorities and deliver work programmes identified by partners and providers on Population and Care Boards, the Leeds Committee of the ICB and its subcommittees.

The ICB in Leeds will work alongside other existing 'core teams' in the city to provide capabilities to the LHCP. These include Health Partnerships Team, LCP Development Team and The Leeds Health and Care Academy.

The example on the following page shows how experts from ICB in Leeds BUs and core teams will work alongside providers in matrix teams to support and respond to the priorities of a Population Board.

Core Capabilities

Leadership in **Complex Systems**

Population Health Management

Matrix Management

Continuous Quality Improvement

Strategic Partner and Alliance Management

System Integrating Capabilities

Alliance Governance Development: Create mechanisms to support provider alliances to address blocks.

Commercial Partnership Management: Ensure effective commercial incentives in place (MOU and contracts), betwee the wider network to drive outcome delivery. Includes Primary Care and mediation capabilities.

City Level/Patient Level Costing: Understand the actual cost for every pathway and citizen across the whole pathway.

Pathway Integration and Design: System level pathway

Digital Infrastructure: Utilisation of technology to drive integration in delivery and underpinning systems.

Information Transfer and Information Governance: Ensure rapid transfer of information to support clinical and operational decisions.

Risk Stratification: Risk stratify populations to most effectively manage risk.

Estates and Workforce Planning: Forward plan estates and workforce requirements to meet delivery for the city.

Capacity Planning: Align capacity to predicted demand at system level (tactical and operational).

Project and Programme Management: Using defined methods to focus on delivery of change management.

Community Engagement and Public Consultation: Ensure the public are involved as appropriate in change and that the service users voice is at the heart of service development.

Clinical Governance and Continuous Quality **Improvement**: Ensure safety, experience and effectiveness are optimal across pathways in line with best evidence.

Operational Planning and Performance: Co-ordinate citywide plans and monitor effectiveness at tactical level in line with NHS constitution and alliance ambitions.

Creating Mutual Accountability Systems **Coaching for Performance**

Corporate Capabilities & Statutory Duties

Diversity and Inclusions: Ensuring the organisation operates and works in a way that promotes respect and valuing differences, treating people as individuals and creating a working culture and practice that harness.

Corporate Governance: Corporate Governance and risk management expertise to enable and facilitate governance to underpin the LHCP and WY ICB and associated networks, to support the identification and management of emergent risks at place.

Safeguarding/DOLS: Provision of health expertise and coordination in safeguarding enabling the LHCP, with the council and police, to protect the most vulnerable children and adults whatever their setting of care.

Human Resource Management: Provision of effective advice and support service throughout the transition focusing on physical and mental health and well-being of staff, a safe transition through change, including equality of opportunity. Supporting staff into New Ways of Working.

Continuing Health Care: Enable the LHCP, with the Council, to coordinate and arrange person-centred integrated care to improve outcomes for people living with CHC needs.

Financial Governance: Facilitate the establishment of LHCP financial governance and reporting enabling the LHCP to demonstrate sound financial stewardship and value for money.

Organisational Development: To support, develop and embed the behaviours and mindset that enable greater mutual accountability, distributed leadership through effective matrix working (supports all capabilities).

Public Behavioural Insight and Experience: In-depth understanding of the variety of Leeds populations and communities and their health motivations, with insight on how to influence these.

Population Planning Capabilities

Strategy: Plan, design, implement and set the overall direction for the system to improve the health of the Leeds Population.

Health Economics: A deep understanding of the future health economic risk (health outcomes & finance) of the population at a granular level considered from the positions of personal, technical and allocative value.

Needs Assessment: Ensuring we thoroughly understand the characteristics of each population and their needs through data and insight.

Population Segmentation: The process of dividing a population into groups with similar characteristics to support health and care planning and delivery.

Outcome Setting and Management: Defining the improvements we want to see in peoples health and wellbeing, and tracking them using clear metrics.

Evidence Based Decision Making: Ensuring there is a clear link between the decisions we make, the activities we undertake and the outcomes they will impact upon which are the improvements we want to see in peoples health and wellbeing.

Governance for Population Health: Making sure the right people are appropriately involved in making decisions about how we use resources to improve health and well-being

Scenario Creation and Testing: Create future scenarios and aid system partners to test these and create options utilising latest research evidence on models of care.

Setting and Managing Thresholds and Standards: Set acceptable parameters in which the system must operate to remain safe, effective and a good experience of care.

Example: Providing capabilities to Population and Care Boards

Population

Health

Planning

Pathway

Integration



Clinical

Leadership

Same Day

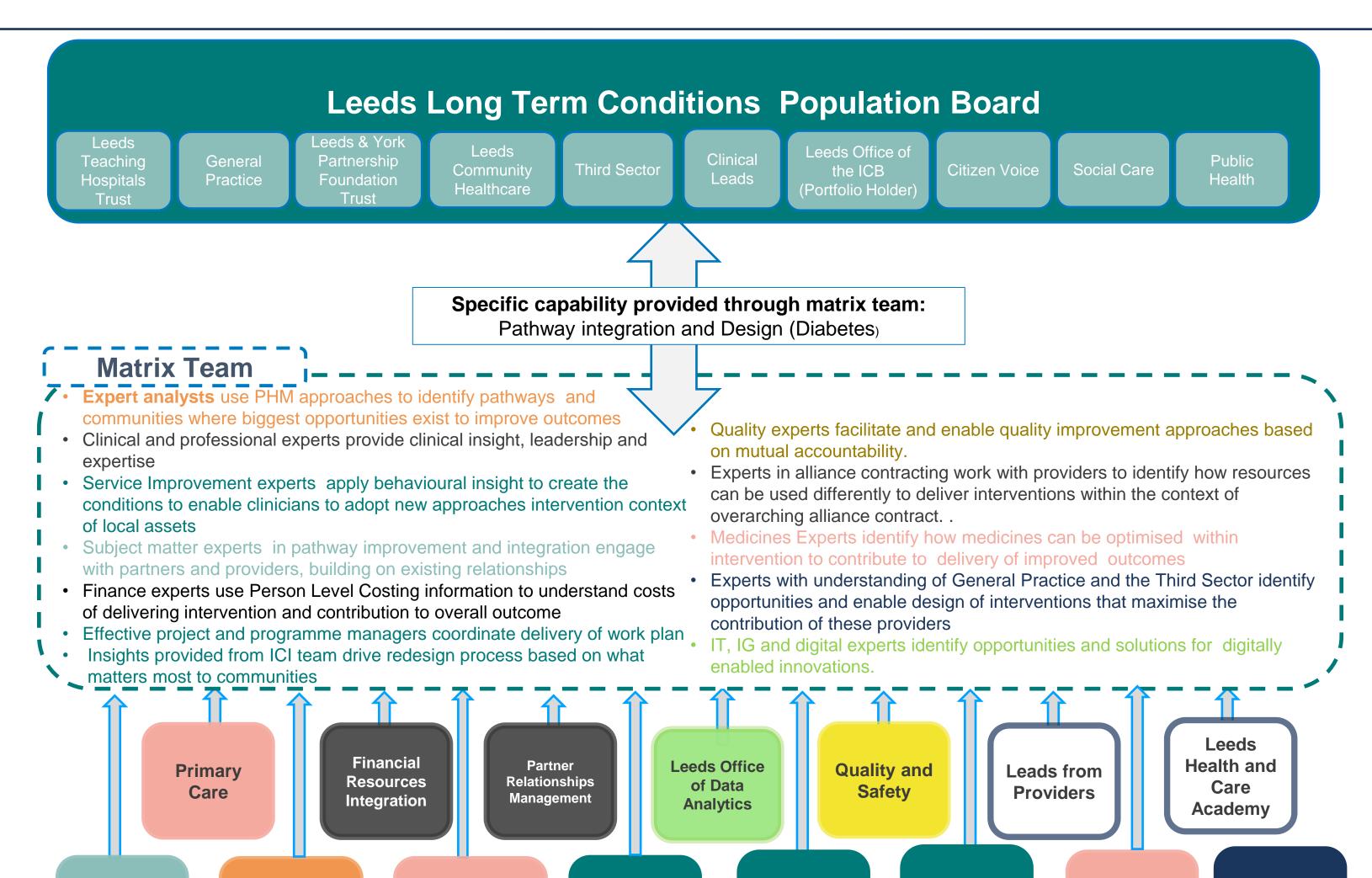
Response

This **illustration** exemplifies how experts from a number of Business Units (from the ICB in Leeds), working alongside other core teams, will work as one of many matrix teams to support (and respond to) priorities identified by providers and partners on a Population Board.

The focus of the matrix team's work will be directed by the Population Boards' priorities and work programme.

Matrix teams will usually be led by a Portfolio Holder. Portfolio Holder roles are senior leaders responsible for establishing and leading change and improvement in response to agreed priorities, through matrix teams.

At any one time Population and Care Boards may be supported by multiple matrix teams which will vary in size and longevity. Some matrix teams may span all Boards and Subcommittees (particularly those developing and delivering cross cutting infrastructure eg Governance and Information Governance).



Programme,

Improvement

and

Integration

Medicines

Optimisation

Corporate

Governance

and Risk

Insights,

Communication

and Involvement

Objectives of ICB in Leeds in 2022/23



In 2022/23 NHS Leeds CCG transitioned to become the Leeds Office of the NHS West Yorkshire ICB (ICB in Leeds).

Building on the work undertaken to establish a new Operating Model for the organisation, the ICB in Leeds has identified 9 high-level objectives for 2022/23.

These objectives have been designed to ensure that in the next 12 months the ICB in Leeds focuses energy and resources in contributing to and enabling measurable progress towards the ambition and commitments of the LHCP and WYICB.

The overarching, most important objective for the ICB in Leeds is to lead the LHCP to make demonstrable improvements against measures in the Healthy Leeds Plan.

Each objective is owned by a named Director from the ICB in Leeds and will be delivered through a matrix team of people with expertise across Business Units within the ICB in Leeds (and in some cases other teams in the LHCP).

1. Make demonstrable improvements against measures in the Healthy Leeds Plan

2. Programme Discipline to enable data and insight approach to Pop. Health Planning

7. Governance to enable rapid decision making

3. Medium term finance and investment plan for LHCP

5. Single estates strategy

6. Approach to addressing workforce shortages

9. Est place mutual accountability to risk and safety

4. Evidence based approach supported by single version of data enabling insight and intelligence driven decision making

8: Ensure that our own staff and teams transition safely and effectively to both their new organisation (ICB) and critically to operating in a highly effective matrix way orientated towards driving deeper integration, effective tactical decision making and population health planning.

What (Purpose)

How (Process)

Enablers (Tools)

Who (People)

Our Behaviours and New Ways of Working



Our Behaviours

The ICB in Leeds will continue to strive to role-model, develop and nurture the aspirational set of behaviours described in the WYICS Leadership and Behaviours framework.

The framework, (which has been developed with the LHCP and the other four places in the WYICS) will support partners within the LHCP and WYICS to consistently hold one another to account and ensure that we continue to develop as a system despite challenge, change and conflict.

The framework is founded on 8 behaviours which underpin our culture and our approach to positively influencing as leaders. These behaviours are all underpinned by 6 principles which define our connection to our personal values – see figure opposite

Insight from partners across the LHCP, captured through the three Place Based Partnership Development Projects and Team Leeds Hearts and Minds workforce engagement, emphasises the centrality of **honesty and trust between all partners**:

- About the level of services and care that we are able to offer to people
- That providers won't be penalised and micro managed for being open and honest about current service levels, current spend and service delivery
- That there will be inevitable tensions when leaders make decisions that favour the needs of a population over an organisation (and vice versa)
- Because we won't always behave in the right way and that trust, openness and bravery are key if we are to "call it out", be curious and learn.

Our New Ways of Working (NWoW)

The ICB in Leeds is progressing a number of different 'New Ways of Working' to enable the ICB in Leeds and its workforce to work in an agile and flexible way that:

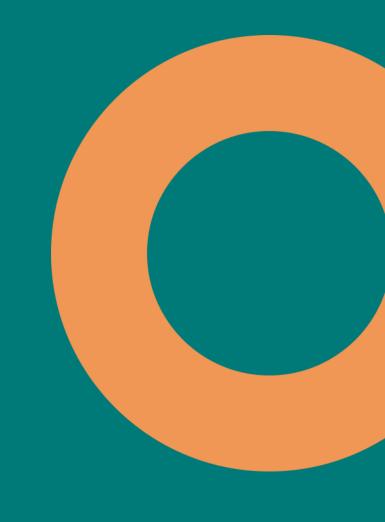
- Facilitates and optimises collaborative working with partners across the LHCP and WYICS
- Maximises the existing estates across the LHCP and WYICB and therefore makes best use of the Leeds £
- Builds on the availability of new digital technologies and our increasing use of these during the pandemic
- Contributes to our Green commitments as a LHCP and WYICB
- Supports the health and wellbeing of our workforce

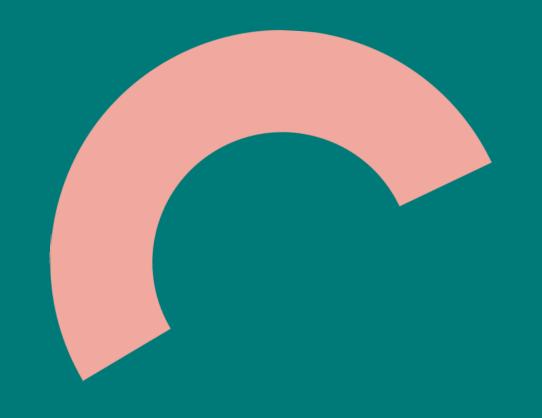
We are progressing a number of initiatives to enable staff from the ICB in Leeds to work and collaborate within partner buildings. We are also engaging with our staff about our longer term estates needs to inform an options appraisal about our future estates requirements from March 2023.

 Empathy Decisions motivated by a shared purpose Suspending ego Conceptual thinking Collaboration Agility Willingness to share risks Sharing power 	Compassion Inclusivity Accountability Partnership Innovation Leadership



Part 2 – Overview and description of the ICB in Leeds Business Units and their relationship with the WY ICB





Relationship with the WY ICB

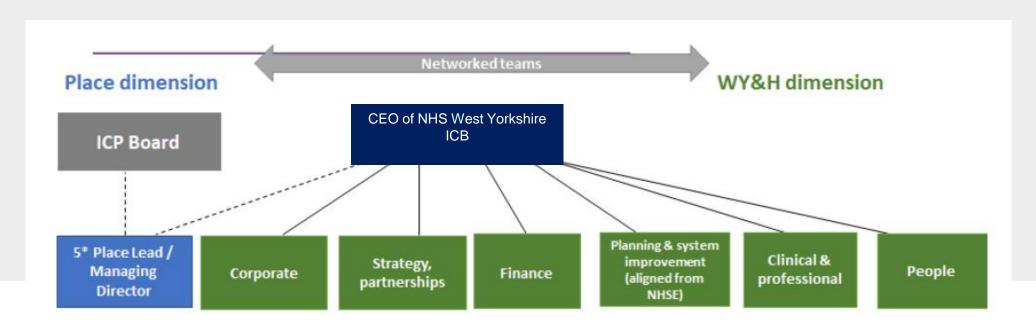


Place Leader and accountable officer of the Leeds Office of the NHS West Yorkshire ICB

The ICB in Leeds is part of the WY ICB. Tim Ryley is accountable officer for the ICB in Leeds (formal title is 'Accountable Officer (Place)). Tim is the 'Place lead' for Leeds and an executive member of the WYICB. He is responsible for enabling the ICB in Leeds, as part of the LHCP, to deliver improved outcomes, reduced inequalities and delivering statutory requirements on behalf of the WY ICB.

The most senior place-based directors within the ICB in Leeds (including ICB Place Finance Lead, ICB Place Nurse Lead and ICB Place Medical Officer) will be led and line managed by the Place Leader and be collectively answerable to the wider LHCP through relevant committees. For example, the Director of Nursing and Quality (ICB in Leeds Place Nurse Lead) would be held to account by the Quality and People's Experience sub-committee.

These leaders will also have a 'dotted' reporting line to corresponding portfolio holders in the WYICB core teams as shown in the green boxes below. *E.g. the Director of Finance for the ICB in Leeds would be line managed by the Accountable Officer (Place) but also work alongside the Chief Finance Officer of the WYICB Core Team.*



Supporting priorities across West Yorkshire

An additional area of focus for the ICB in Leeds will be to:

- support other places in the WYICS and
- supporting delivery of WYICB duties by working alongside other ICB leads.

Based on the existing strengths of the LHCP and ICB in Leeds, it is likely that the greatest value could be added by providing support and capabilities to other places in the ICS in relation to the following areas:

- Specific Population Health Planning Capabilities Segmentation, Outcome setting (this will be further enhanced through Leeds' participation in the ICS Place Based PHM development programme from NHSE/I)
- Infrastructure to enable Patient Level Costing
- Digital
- ICS Strategic Planning and Contracting of Dental and Optometry services

Business Units within the ICB in Leeds



Business Units

The ICB in Leeds is made up of different Business Units of varying size. Each Business Unit represents a group of people with skills and expertise in a particular area. A number of Business Units include people with joint roles with other organisations in the LHCP, for example, Leeds Integrated Digital Service.

Experts from across the ICB in Leeds BU's will work in matrix teams to support the delivery of work required to enable the LHCP and WYICB to achieve its ambition to improve outcomes, reduce inequalities and ensure statutory duties are delivered in Leeds.

The ICB in Leeds has a number of senior leaders (many of who are Deputy or Associate Directors) who have a 'Portfolio Holder' role. These people spend a significant proportion of their time leading change across the LHCP, often through the establishment and leadership of matrix teams. Portfolio Holders are aligned to one or more Business Units.

The following section provides an overview of the BUs in the ICB in Leeds. Key contacts for each BU have been provided to make it as easy as possible to connect with the most appropriate person in the ICB in Leeds.

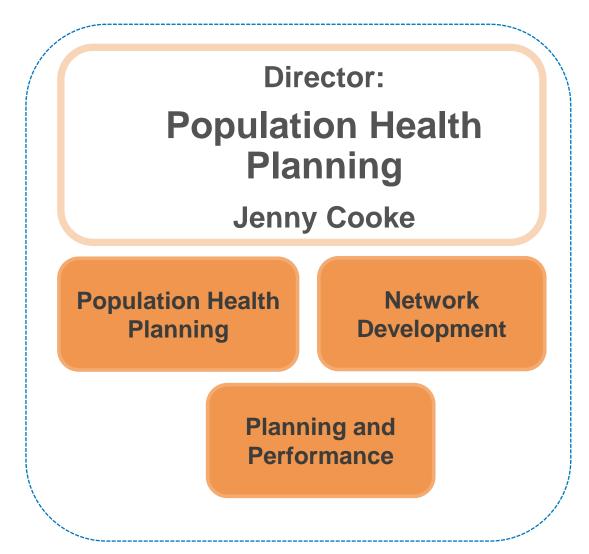
Functions provided through the WYICB Core Team

From 1st July, the following functions, currently provided through Business Units within NHS Leeds CCG, will be provided through central WY ICB core teams.

- Human Resources (HR) –The WYICB Corporate People team will provide a fully integrated advisory function across the WY ICB with a dedicated HR business partner provision for each Place. HR will continue to support the NHS People Plan as well the culture and aspirations of Place. Our aim is to maximise organisational effectiveness and ensure every leader and colleague can thrive.
- Corporate Finance The WYICB Corporate Finance Team will be critical in overseeing the effective set-up of key corporate finance functions, procedures and processes for the ICB. The procedures and processes developed will support the effective operation of both the ICB Scheme of Delegation to Place, and the Scheme of Delegation within Place. The Corporate Finance Team will work as a series of actual and networked teams across the WY ICB as it evolves from its current collaborative form towards a distinct and complex Statutory Body which will require some intricate yet agile financial and corporate governance capability to manage this process.

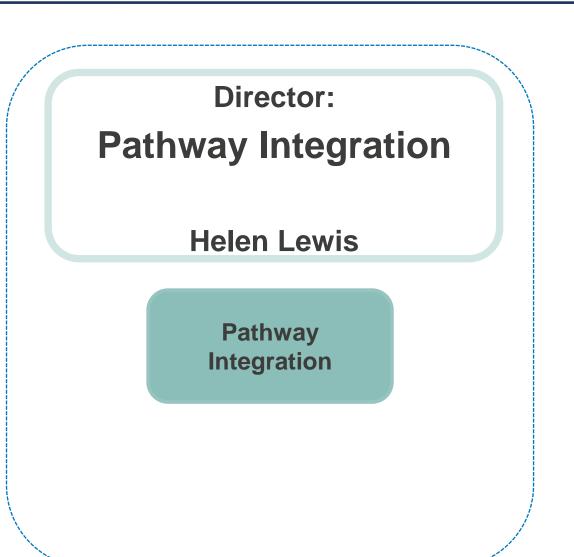
Business Units within the ICB in Leeds



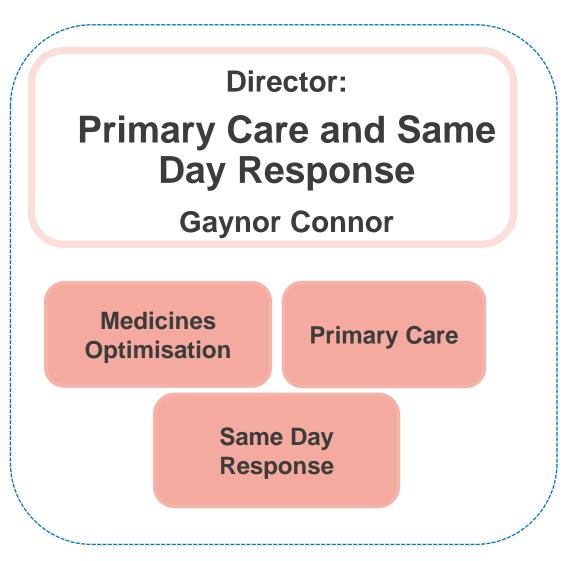




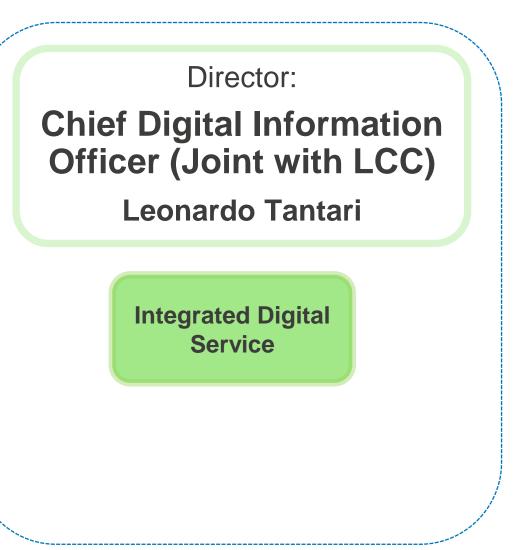












Population Health Planning Business Unit



The Population Health Planning Team exists to help identify how the Leeds Health and Care Partnership (LHCP) can make best use of its resources to become a 'healthy and caring city for all ages where people who are the poorest improve their health the fastest' and to realise the health and wellbeing ambitions described in the Healthy Leeds Plan.

To do this, our team sets the direction and supports the implementation of a population health planning approach for the Leeds Health and Care Partnership, with a focus on the following areas:

- Using **Population Segmentation** to define populations
- Enabling partners to build and refine Governance structures that enable change (eg Population Boards)
- Undertaking Needs Assessment for populations, utilising both data and insight
- Working with citizens and clinicians to create **Outcomes Frameworks** that matter to people
- Facilitating Evidence Based Decision Making, guided by Public Health and Health Economics
- And supporting the LHCP to monitor and improve outcomes by drawing on Finance and Contracting methods to embed new care models



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Catherine Sunter **Head of Population Health Planning**



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Joanna Howard **Population Health Outcomes Development**



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Network Development Business Unit



Our offer to the Leeds Health & Care Partnership (LHCP) and WY Integrated Care System (WY ICS) is to support the coordination and development of the necessary components of a successful Health and Care Partnership.

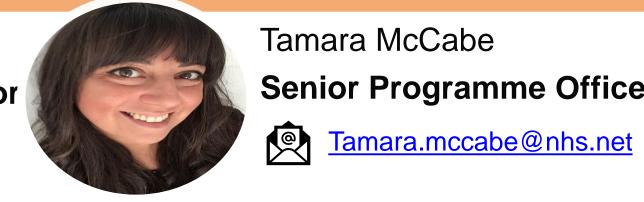
Developing and supporting networks across partner organisations in the LHCP and wider WY ICS, our Business Unit works collaboratively through the Core Development Group (which consists of nominated senior leaders from each organisation within the LHCP), to ensure that the LHCP is making progress in support of the development of integrated care in the following key areas:

- Governance
- Data
- QI Methodology
- Financial Stewardship
- Vision and Leadership

To achieve this, the Network Development Business Unit will provide programme management capacity to the Core Development Group to ensure high level tracking and assurance reporting of those programmes to the Leeds Committee of the ICB. The Business Unit will also provide support to members of the Core Development Group who are responsible for ensuring engagement and ownership of programme outcomes within each of their respective partner organisations.



John Tatton **Associate Director**



Tamara McCabe **Senior Programme Officer**



Planning and Performance Business Unit



Our offer to the Leeds Health and Care Partnership and WY ICS is to lead and embed the management of operational planning into a continuous all-year cycle and to develop performance reporting for population boards and the emerging governance of the wider LHCP.

We are also responsible for supporting the ICB in Leeds' responsibilities in respect of Climate and Sustainability.

We will work in matrix teams to:

- Embed nationally mandated planning requirements into programme plans
- Develop the Delivering Value report into one which monitors the progress against our ambitions
- Plan and react to unforeseen events in a proactive manner, reducing disruption and recovering at place

We will ensure compliance in:

- Statutory performance reporting
- National Planning
- Planning, testing and identifying resilience capability

Please Note: This BU formally transfer from the Organisational Effectiveness directorate to the Population Health Planning directorate from August 2022.

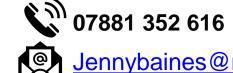


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Programme Improvement and Integration (PII) Business Unit



Our offer to the Leeds Health and Care Partnership (LHCP) and West Yorkshire Integrated Care System (WY ICS) is to support the effective operation of the Population Health and Care Delivery Boards and their associated work programmes.

Our team is deployed through matrix teams to support the delivery of key projects and programmes identified as the priorities for the LHCP.

Our team deliver three vital support services:

- To support the priorities identified by the Population Health and Care Delivery Boards, or the wider LHCP
- Management of offices and facilities and progressing New Ways of Working
- To facilitate communication and to link with our team of directors

We also provide the single point of contact for recruitment and contracting of short term project and programme resource.



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Dominic D'Souza **Facilities & Estates** Management



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Ela Trent **Senior Executive Support Officer**



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Governance and Risk Business Unit



Our offer to the Leeds Health and Care Partnership (LHCP) and West Yorkshire Integrated Care System (WYICS) is to support the effective operation of the Population Health and Care Delivery Boards and their associated work programmes. By leading and also working within matrix teams, our Business Unit will manage decision making, risk, conflicts of interest and the Leeds Health and Care Committee of the WY ICB and the Sub-Committees Quality & People's Experience, Delivery and Finance and Best Value Committees.

We will also be the identified Network Lead for specific governance functions across the WY ICB.

We will ensure compliance with good governance principles providing expert advice and support on the following:

- Understanding and navigating the LHCP and WY ICB governance structure
- Enabling effective, efficient and transparent decision making
- Managing and recording risks and conflicts of interests
- Leeds Health and Care Committee of the WY ICB and the Sub-Committees Quality and People's Experience,
 Delivery and Finance and Best Value Committees



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Anne Ellis

Risk Manager

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Insights, Communication and Involvement (ICI) **Business Unit**



The purpose of the ICI team is to provide insights, communications and involvement support to the Leeds Health and Care Partnership (LHCP) as part of the wider NHS West Yorkshire Integrated Care Board (ICB). We play our part in managing the reputation of the ICB in Leeds and the work of the LHCP. We support place-based communications (including insight driven health campaigns) and provide advice and support on involvement activities. We develop, manage and measure effective communications for both internal and external audiences. Our work includes:

- Gathering intelligence through community involvement and evidence-based behavioural studies. Generate insights that enable the ICB in Leeds to jointly produce effective interventions (including behavioural change campaigns) at personal, community and city level.
- Building relationships with partners and communities in Leeds (e.g. young people) to ensure the LHCP understands what people in Leeds need. Work to involve communities in testing out and refining relevant interventions
- Providing support and advice to colleagues on involvement best practice, including the legal duty to involve, to make sure that local people are meaningfully involved in shaping health services
- Managing the reputation of and promoting the work of the LHCP and the NHS WY ICB
- Developing proactive communications to support local, regional and national health priorities. Ensure these activities are monitored and measured to optimise their effectiveness.
- Developing and managing a range of communications channels to help make sure all our audiences and stakeholders are informed and engaged in the most appropriate way

Key priorities for the team:

- Supporting the population health and care delivery boards to ensure that people's voices are at the centre of all decision making
- Working with communications and involvement colleagues across the city and West Yorkshire to ensure our work is coordinated and has maximum impact



Kirsten Wilson Head of Insights, Communication & Involvement 07557 315694



Penny Allison **Senior Communications & Involvement Manager** 07384 826443







Financial Resource Integration Business Unit



Our offer to the Leeds Health and Care Partnership (LHCP) and West Yorkshire Integrated Care System is to lead the integration and distribution of financial resources across the Partnership ensuring good stewardship and value for money.

Our Business Units work through matrix teams across the LHCP and WY ICS to enable the partnership to receive its fair-share of the total WY financial allocation, ensuring financial control and a joined up, consistent approach to financial planning and decision-making.

Our Business Unit delivers three vital support services:

- Direct Financial Management of £700m of the £1.55bn delegated resource for the LHCP
- Development of an integrated partnership-wide, medium-term financial investment and cost improvement plan for 2023-24 through to 2028-29. The financial plan will reflect the partnership ambitions and be owned by each organisation within the partnership.
- Development and Enhancement of a Financial Model to support Population Boards and Care Delivery Boards to understand value and utilisation of services, enabling decision making to support improving population outcomes and reducing the gap in health inequalities.



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Gareth Winter

Head of Financial Resource Integration-Intelligence & **Planning**





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Partner Relationship Management Business Unit



Our offer to the Leeds Health and Care Partnership (LHCP) and WY ICS is to provide contracting and procurement advice and input to support the establishment of collaborative relationships between partners to achieve greater integration and improved outcomes. Working in matrix teams, our Business Unit will ensure that the WYICB and WY ICS are compliant with any regulatory procurement and contracting requirements. To do this we have a team of procurement and contracting experts who will manage all contracts and agreements using a single contract management system through which all agreements will be signed.

Partner Relationship Managers (PRMs) will be embedded in matrix teams to provide ongoing contract management support on a portfolio of existing contracts aligned to the LHCP's Population and Care Boards. PRMs will also support implementation of integrated models of care across providers by using a range of contractual solutions, and lead on developing and negotiating these, as follows:

- Provider Joint Working Agreements (JWA)
- System wide collaborative agreements (involving commissioners and providers)
- Memorandum of Understanding (MOU)
- **Alliance Contracts**
- Lead Provider Contracts

PRMs and Procurement experts, working closely with finance and BI colleagues, will lead on the contracting process from end to end – advising on routes to procurement (including direct award decisions) and facilitating discussions with provider partners and PI leads in order to get contracts signed to deadline.



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Gemma Howorth **Assistant Partner Relationship Manager**

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Pathway Integration Business Unit



The purpose of the Pathway Integration Business Unit is to help bring together care providers alongside matrix teams of experts (including Quality Improvement, Business Intelligence, Finance and Partner Relations), to integrate services, pathways and resources around the needs of populations, improving flow, efficiency, effectiveness and reducing duplication and inequality.

The Business Unit members support the Leeds Health and Care Partnership to:

- Consider all resources, including people, families, and communities that contribute to improved health outcomes, alongside statutory services
- Respond to risk stratification data and insights to better target the delivery of improved health outcomes within available resources
- Maintain a focus on reducing inequalities in access and outcomes within available resources

The Business Unit is made-up of a team of 'Pathway Integrators', who work with a wide range of statutory and VCSE providers (large and small),. Our team members serve as the key point of contact for providers and are linked to a specific population or type of care delivery on which they have specialist knowledge and developed relationships, i.e. Children and Young people, Mental Health, Maternity or Elective Care.

Pathway Integrators:

- Serve as a link to external bodies such as NHSE/I and the Integrated Care System (ICS) in allocations of national funding, Transformation funds, bidding arrangements etc, to ensure Leeds receives appropriate allocation for its population and that Leeds delivers against national requirements
- Ensure that the local health and care systems play their part in improving value for resource use and supports partners in the implementation of policy, plans and continuous quality improvements for the citizens of Leeds



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Lindsay McFarlane Head of Pathway Integration **Long Term Conditions**







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Joanna Bayton-Smith **Head of Pathway** Integration

Planned Care, Cancer & Diagnostics





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Safeguarding Business Unit



Our offer to the Leeds Health and Care Partnership (LHCP), the West Yorkshire Integrated Care Board (WY ICB) and wider West Yorkshire Integrated Care System (WY ICS) is to ensure we are meeting our statutory safeguarding responsibilities including safeguarding children, safeguarding adults at risk, Mental Capacity Act and Liberty Protection Safeguards.

Safeguarding will be firmly embedded throughout the work of the LHCP, WY ICB and WY ICS and working within matrix teams. The Safeguarding Business Unit will enable the LHCP, with the council and police, to protect the most vulnerable children and adults whatever their setting of care.

As clinical experts and strategic leaders for safeguarding, we work very closely with the Leeds Health Economy and key Partners, including Children's Social Care and West Yorkshire Police, to ensure services are effective and staff are able to meet the safeguarding needs of children, young people and vulnerable adults.

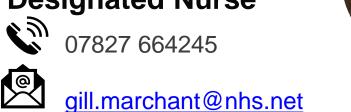
We will:

- Provide training, support and advice to staff, including Primary Care
- Support the planning and commissioning cycle, from procurement to quality assurance, to ensure patients are safeguarded
- Work with provider organisations and independent contractors across the health economy to ensure safeguarding arrangements are in place
- Support the LHCP and WYICS with their statutory roles and responsibilities for safeguarding children and adults at risk
- Work with safeguarding colleagues across West Yorkshire to share good practice, ensure a shared system approach to identifying key learning from local, regional and national safeguarding cases and to promote equity across the safeguarding systems within the WY ICB and wider WY ICS



Gill Marchant Head of Safeguarding Designated Nurse







Belinda Sharratt Designated Nurse Safeguarding Children & Adults



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Michelle Allsop **Named Nurse Safeguarding Children & Adults**



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Continuing Care Business Unit



The Continuing Care Business Unit delivers the National Framework for NHS Continuing Healthcare, NHS-funded Nursing Care for Adults and the Children & Young People's Continuing Care National Framework. We are an all-age Continuing Care Service. In addition to delivering the National Frameworks we also provide:

- A Neurological Rehabilitation case management role
- Occupational Therapy to people meeting the eligibility criteria for continuing healthcare or at end of life
- A commissioning function for eligible individuals via the Care Coordination Team
- Training and support in the delivery of the National Framework to all partners
- Independent review of cases for local resolution against decisions
- A case management function as required for Section 117 Aftercare
- Support to the Learning Disabilities Continuing Care
- Supporting the effective discharge of patients through the Transfer of Care Hub

Additionally, we are responsible for ensuring the implementation of Personal Health Budgets (PHB) for those that are eligible.

We have strong links across both Leeds Community Healthcare and the Local Authority through our work with the Health Case Management Service, Social Work and the Learning Disability Team.



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Quality and Safety Business Unit



Our role within the Leeds Health and Care Partnership (LHCP), West Yorkshire Integrated Care Board (WY ICB) and West Yorkshire Integrated care System (WY ICS) is to ensure and improve the quality of care experienced by people within organisations and across partner interfaces in Leeds. We will achieve this by enabling, developing and maintaining partnership arrangements that are founded on increasing levels of mutual accountability.

The team focuses on facilitating conversations that enable the key elements of quality (safety, experience and effectiveness) to be optimal across pathways in line with best evidence, and that patients' experiences are heard throughout the stages of their care and treatment. Our aim is to build and develop strong and productive working relationships with a wide range of internal and external partners to facilitate and enhance integrated working; nurture a quality Improvement (QI) culture and improve patients' experiences. Key areas of focus for the Business Unit include:

- Leading the design and approach of new quality and governance arrangements across the LHCP (and in particular the Quality and People's Experience Sub-Committee (QPEC) of the Leeds Committee of the ICB) to reflect the emerging partnerships
- Facilitate a culture of continuous quality improvement and support development of capacity and capability for QI across the LHCP
- Streamline the quality assurance work for/with individual providers within the context of increasing levels of mutual accountability for quality across the LHCP
- Coordinating a newly designed patient experience function to include all PALS and complaints functions from all organisations in the LHCP
- Facilitating an integrated approach to learning from patient safety incidents and adoption of the Patient Safety Incident Response Framework (PSIRF)

The team consists of experienced individuals who provide specialist advice, guidance and support in QI as well as quality assurance systems and processes. Team members work with Pathway Integration leads in matrix teams to ensure the best outcomes for populations in Leeds.



Penny McSorley

Deputy Director of Nursing and Quality, Leeds NHS CCG & Director of Nursing Leeds Covid 19 Vaccination Programme



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Medicines Optimisation Business Unit



The purpose of the Medicines Optimisation Business Unit is to ensure that pharmacy expertise and medicines optimisation play a key role in delivering improvements in access, experience and outcomes for people living in Leeds. The Medicines Optimisation Business Unit provides expertise across four key areas:

- A team of pharmacy medicines optimisation experts leading and/or contributing to the development of integrated pathways that continually improve the safe, high quality and cost-effective use of medicines in support of achieving better health outcomes for the population
- A team of pharmacy professionals capable of supporting the direct delivery of care in the context of partnership and integration with other providers
- A strategic and operational focus in enabling provider partners to deliver improving outcomes, contributing to the reduction in health inequalities and continually improving peoples experience of Primary Care
- Support and management of partnerships, collaborations and contracts

Some of the roles within the Medicines Optimisation Business Unit are 'embedded' in the GP Confederation. These roles, highly valued by the GP Confederation (including PCN Clinical Directors and wider system partners), provide key capabilities in supporting GP practices and Primary Care Networks directly in the four key areas above.



David Wardman Head of Medicine Optimisation



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Primary Care Integration Business Unit



The purpose of the Primary Care Integration Business Unit is to ensure that individual Primary Care Providers (currently, primarily General Practice) are resilient and viable. The Business Unit supports Primary Care Providers to work collectively and collaboratively in a model of integration through Local Care Partnerships, recognising the role of Primary Care Networks in delivering improvements in access, experience and outcomes. The Primary Care Integration Business Unit provides capabilities across four key areas:

- Strategic expertise and support to enable provider partners to develop a programme of work to improve access to a range of primary care services that meet same day needs
- Strategic and operational expertise to enable provider partners to improve access to 24/7 primary care services
- Strategic and operational support to enable provider partners to deliver improving outcomes, contributing to the reduction in health inequalities and continually improving people's experience of primary care
- Expertise in managing provider relationships and the contractual elements of Primary Care including delegated Co-Commissioning functions from NHSE on behalf of the ICB. Currently this is for General Practice, but from 23/24 the ICS will be increasingly responsible for the Co-Commissioning of the other Primary Care providers including Community Pharmacy, Dentistry and Optometry.

Some of the roles within the Primary Care Integration Business Unit are 'embedded' in the GP Confederation. These roles, highly valued by the GP Confederation (including PCN Clinical Directors and wider system Partners), provide key capabilities in supporting GP Practices and Primary Care Networks directly in their development, delivery and improvement.



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Same Day Response Business Unit



The purpose of the Same Day Response Business Unit is to provide strategic, operational leadership and support to improve access and experience of a range of same day services. The Business Unit will lead the management of this programme of work, through the Same Day Response Care Delivery Board. Key capabilities provided by the Business Unit include:

- Developing and managing relationships with providers of same day services including General Practices, Leeds Teaching Hospitals NHS Trust (Emergency Department & Primary Care Advice Line), Leeds Community Healthcare NHS Trust (neighbourhood services and virtual wards), Local Care Direct (GP out of Hours), St George's and Wharfedale Urgent Treatment Centres, Yorkshire Ambulance Service (999 and 111) and One Medical Group (Shakespeare Walk-In Centre; GP streaming and minor illness services in the Emergency Department)
- Ensuring a strategic focus to enable provider partners to align and collaborate in delivering a shared ambition to improve access to a range of services that meet same day needs
- Maintaining a tactical operational focus on the delivery of same day services, working with provider partners to identify areas to improve access, experience and outcomes
- Development and subsequent implementation of an agreed strategy to deliver urgent treatment centre services in the city

The ICB in Leeds is in the process of recruiting to the same day response Business Unit.

Clinical Leadership Business Unit



System Integrator Clinical Leads

The Clinical Leadership Business Unit is led by a core team including the Medical Director, Associate Medical Directors and Medical Advisors. We have a broad and diverse team of around 25 system integrator clinical leads, all of whom are clinicians and work on average one day per week in our team, focussed on their specialist area. Working as independent subject matter experts, the Clinical Leads bring their clinical knowledge, experience, insight, and leadership to drive evidence-based decision making at Population and Care Delivery Boards, across primary care and in medicines optimisation. Our Clinical Leads work through matrix teams and are closely aligned with the relevant Heads of Pathway Integration.

Please get in touch if you would like input from one of our clinical leaders.

TARGET Programme

We also run the TARGET Programme. TARGET stands for 'Time for Audit, Research, Guidelines, Education and Training' and is clinically focused learning time for General Practice staff. We organise and deliver external TARGET events five times per year, which are open to all General Practice colleagues including both managerial/administrative and clinical staff, including those working in new additional roles.

TARGET is currently online and all materials available here:

We would like to hear from you if you have any proposals for future TARGET events or ideas on how we can improve TARGET.



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Integrated Digital Service (1of 2)



The Integrated Digital Service (IDS) covers a broad range of services to enable the ICB, ICS and Leeds City Council to achieve their outcomes in a modern digital era. Underpinning everything is a sound infrastructure which enables 24/7 working where staff and citizens can be assured that their data is secure due to the high level of expertise we have in cyber security.

We take a place based approach which focuses on integrating healthcare and council service in every community across the city. We do this through:

- Being innovative and ensuring our Placed Based Digital Strategy is one which makes Leeds the Best City in the UK
- Delivering Digital Change, thinking about outcomes first; and we ensure staff and citizens across Leeds have the right level of digital skills through the Digital Academy and 100% Digital Leeds
- Delivering our projects and programmes with highly skilled staff who are able to work in either agile or waterfall methodologies, all of whom will ensure projects come in on time, on budget and to the quality set out at the offset
- Having technical staff who are able to ensure the right decisions are taken when implementing new solutions so that time and money is not wasted
- Providing reporting and business analysis through the Office of Data Analytics (ODA) enabling actionable insights particularly into population health management
- Keeping fundamental IT systems operational, up to date and secure to ensure tens of thousands of staff can work each day and citizens can interact easily via self service
- Providing support and guidance for all queries related to information governance ensuring data is only used for the purpose intended and carrying out activities in relation to Freedom of Information and Subject Access Requests
- Underpinning the activity in IDS is a team which provides advice and guidance on service planning, finance, workforce development and sourcing.

Integrated Digital Service (2 of 2)





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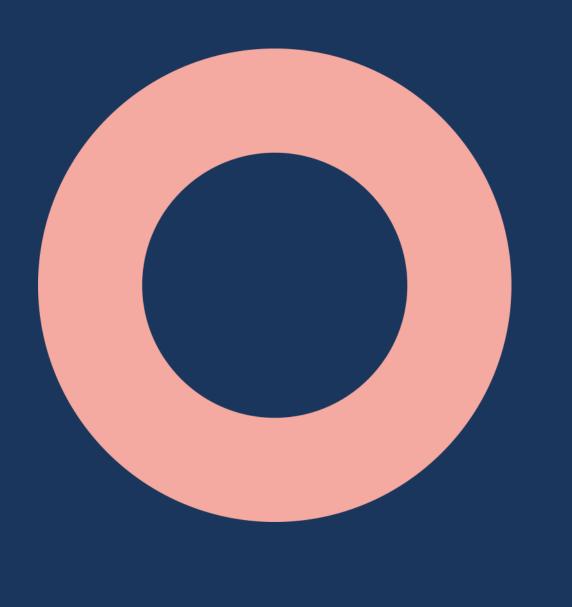
Aaron Linden Information Governance Manager-Interim DPO (LCC, NHS Leeds CCG & Member **GP Practices**)



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