

# ICB in Leeds Operating Model Review

**1 April 2024**

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Post Consultation Structure from 1 April 2024  
Published Version (FV1): 7 February 2024, ICB in Leeds Staff Bulletin

## Overall West Yorkshire Approach

National Ask – 30% reduction in running cost budget

### West Yorkshire Approach

- Strategic Direction – Role of Places and Delegation to Places
- Agreed Five Purposes/Functions of ICB team within ICS
  - Population Health Planning
  - Transformation (catalyst)
  - System Co-ordination
  - Partnership Development
  - (Workforce)
- In actual numbers c18% of all staffing costs.
- Took 20% across running and other costs, rather than just running cost funded posts
- Consolidated some functions:
  - Finance and Contracting
  - Quality and Safeguarding
  - Corporate Governance
- Each area took a proportionate reduction (Viability)
  - Consolidated (20%)
  - Leeds (20%)
  - Bradford (15%)
  - Kirklees (10%)
  - Wakefield (5%)
  - Calderdale (0%)
- Not just salami slice in Leeds - reorganised



## Our collective ambition

As a member of the LHCP, the ICB in Leeds remains committed to our ambition to **use our available resource to improve health outcomes and reduce health inequalities for the people of Leeds**

## Our motivation

The motivation for our proposed place-based design is to **evolve the way we are organised and operate** to **ensure the LHCP has the capabilities required to achieve our collective ambition**

## Our core purpose

**Ensuring that the LHCP is capable of Population Planning, Transformation and Partnership Development and Coordination** can be seen as our core purpose.

The purpose of the ICB in Leeds is to enable the LHCP to be capable of:

**Population Planning**

Enabling the LHCP to set the population goals that it wants and is required to achieve

**Transformation**

Enabling the change and innovation happen to deliver these goals

**Partnership development and coordination**

Supporting partners, building and maintaining relationships and creating the conditions that enable the LHCP to deliver greater person-centred integrated care

**...Through strong clinical and care professional leadership**

Ensuring clinical and professional leadership across the place is at the heart of planning, transformation and integration, and integrating clinical functions into place

# ICB in Leeds Business Unit Design and Structures

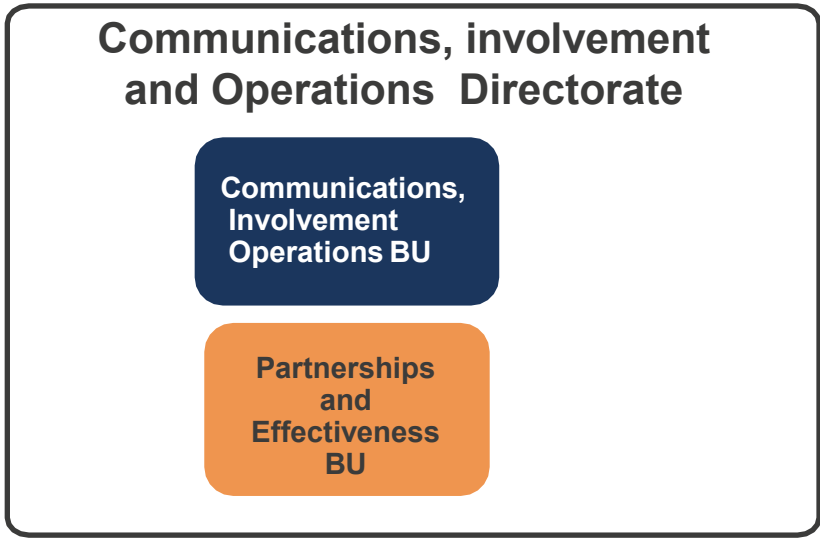
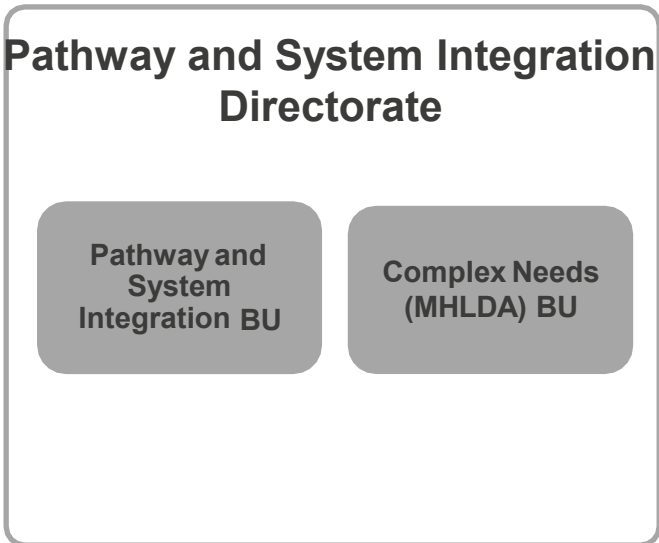
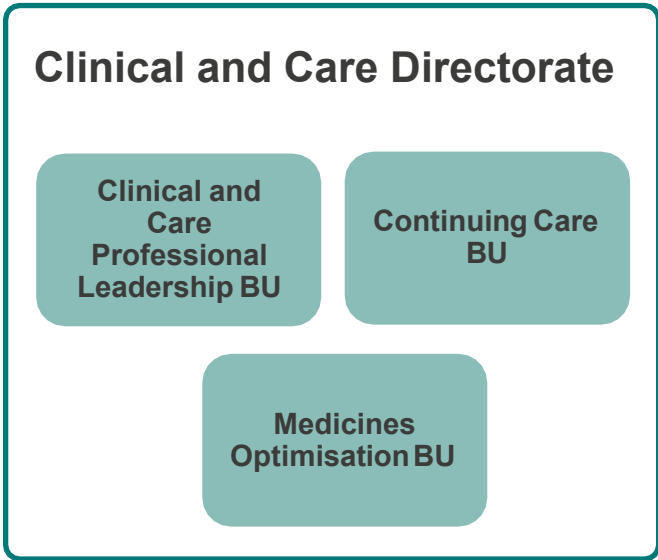
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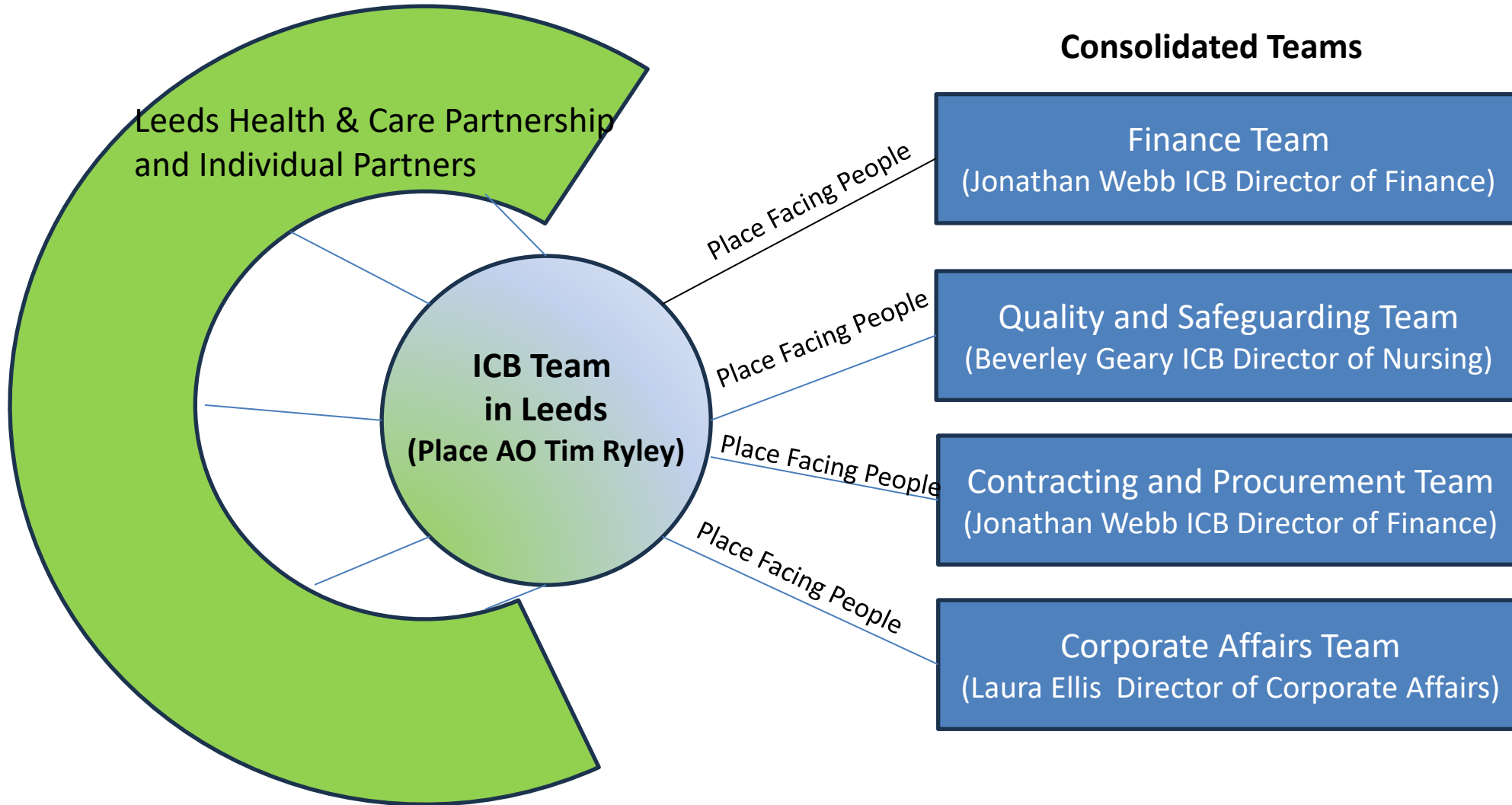
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# ICB in Leeds: Overview of Business Units (BUs)



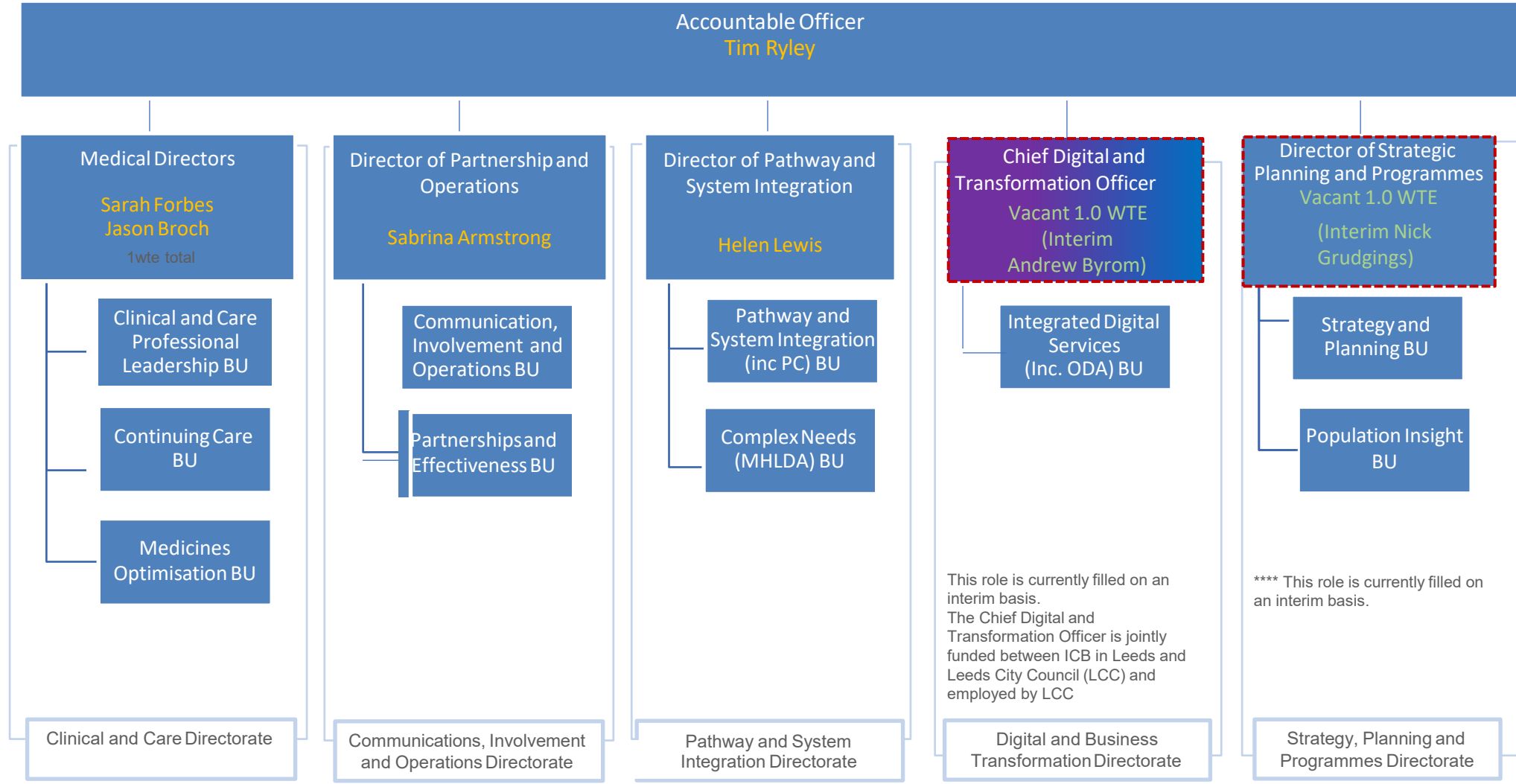
### Consolidated Teams



Consolidated Team	Key Leeds Facing Staff
Finance	Alex Crickmayer (Director of Operational Finance), Matt Turner (Deputy Director)
Contract and Procurement	Rachel McCluskey (Head of Contracting)
Quality and Safeguarding	Jo Harding (Director of Nursing) , Penny McSorley (Associate Director of Nursing), Gill Marchant (Head of Safeguarding)
Corporate Affairs	TBC, Harriet Speight (NB Sam Ramsey is in new role in Leeds team)



# Director Team



Director	Direct Reports (or of note)	Name
<p>Medical Director(s)</p> <p><b>Dr Sarah Forbes</b> <b>Dr Jason Broch</b></p>	<p>Associate Medical Directors</p> <p>Principal Medical Advisors</p> <p>Associate Director of Medicines Optimisation and Clinical Lead (LTC)</p> <p>Head of Continuing Healthcare (CHC)</p>	<p>Dr Ali Best, Dr Keith Miller</p> <p>Dr Jan O'Mahoney PC), Dr Gaye Sheerman-Chase (MM)</p> <p>David Wardman</p> <p>Andrea Dobson</p>
<p>Director of Partnerships and Operations</p> <p><b>Sabrina Armstrong</b></p>	<p>Lead for Communications, Involvement and Insight</p> <p>Associate Director of Partnerships and Effectiveness</p> <p>Operations Manager</p> <p>Senior OD Lead</p> <p>Partnership Development (Governance) Lead</p>	<p>Kirsten Wilson</p> <p>Gina Davy</p> <p>Vacant</p> <p>Suzanne Saleh</p> <p>Sam Ramsey</p>

Director	Direct Reports (or of note)	Name
Director of Pathway and System Integration  <b>Helen Lewis</b>	Associate Director PSI (Primary and Proactive Care)  Programme Director (LTC, Frailty and EOL)  Programme Director (System Flow and Same-Day response)  Associate Director PSI (Childrens, Maternity, Healthy Adults and Planned Care and Cancer)  Programme Director (Mental Health, LD, Neurodiversity)  Complex Needs: Senior Clinical Lead and Team Leader	Kirsty Turner  Lyndsey McFarlane  Helen Smith  Emily Carr  Eddie Devine  Mark Wright



Director	Direct Reports (or of note)	Name
Director of Strategic Planning and Programmes  <b>Interim – Nick Grudgings</b>	Associate Director of Strategy and Programmes  Programme Directors (2)  Senior Lead (Strategy and Outcomes)  Senior Lead (Planning and Performance)  Associate Director of Population Health (Vacant)	Nicola Nicholson  Catherine Sunter, Joanna Bayton-Smith  Joanne Howard  Vacant  Vacant (Substantive Nick Grudgings)
Chief Digital Information Officer  <b>Interim (Andrew Byrom)</b>	Chief Data Officer  GP IT Manager  <i>Range of other council employees</i>	Richard Irvine  Mark Okun