

**Partnership Working  
Public Board  
28<sup>th</sup> September 2023**

<b>Presented for:</b>	Information
<b>Presented by:</b>	James Goodyear, Director of Strategy
<b>Author:</b>	Camelia Hughes, Corporate General Manager, CEO office
<b>Previous Committees:</b>	None

<b>Our Annual Commitments for 2023/24 are:</b>	
Effectively develop and deploy new assets (buildings, equipment, IT)	✓
Reduce healthcare associated infections	
Improve staff retention	✓
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	
Achieve the Access Targets for Patients	✓
Support a culture of research	✓

<b>Risk Appetite Framework</b>				
<b>Level 1 Risk</b>	<b>(✓)</b>	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Impact</b>
Operational Risk	✓	Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts.	Open	Moving Towards
External Risk	✓	Partnership Working Risk - We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation's strategic goals.	Open	Moving Towards

<b>Key points</b>	
1. This paper provides the Trust Board with information on our current partnerships and alignment of these to our key commitments.	Information

## 1. Summary

This paper provides information for the Trust Board regarding current partnerships Leeds Teaching Hospitals attains and how we as an organisation are utilising these relationships to succeed against our annual commitments (“7 C’s”).

The paper has been requested to be presented to September Board following a discussion at an Executive Team meeting to provide a wider understanding of partnership working of LTHT in the City, West Yorkshire & Harrogate Acute providers, the Integrated Care System (ICS) and Nationally.

The table at annex A provides a list of key partnerships and forums including the Leeds Teaching Hospitals representative(s) at each. The list is non-exhaustive and only includes meetings attended by Board members. The list does not reflect the full range of networks developed by the Chair and Chief Executive when pursuing the Trust’s strategic interests. The list does not include meetings to manage specific partnership projects or programmes.

## 2. Background

Leeds Teaching Hospitals exists within the context of a wider health and care system. Working in partnership is crucial to deliver our vision to “Provide the highest quality specialist and integrated care” and is reflected in our mission “To be an internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective and innovative care which improves outcomes”. We also have a duty to collaborate under the NHS Provider License and the CQC Well Led Framework considers effective collaboration with system partners.

Due to our role as a specialist teaching hospital providing secondary, tertiary and quaternary care we work in partnership within various organisational spheres, City of Leeds, West Yorkshire Health and Care Partnership or West Yorkshire ICS (WY ICS) (with close links to Humber Coast and Vale ICS (HCV ICS)), North East and Yorkshire Region and National Tertiary services. Our partnerships are generally either geographically based and/or reflect a specific thematic focus linked to our strategic priorities.

Successful partnership working for the Trust is crucial as it enables our ability to deliver care for our patients and meet our organisational goals, for example our Seven Commitments for 2023/24 and to make progress towards national policy objectives such as the NHS Long Term Plan.

Leeds Health and Care Partnership (LHCP) is one of the Trusts key partnerships within the city. With the main ambition to make Leeds the best city for Health and Wellbeing and a vision to make the city a healthy and caring environment for all ages where people who are the poorest improve their health the fastest. Many of our partnerships fall under the LHCP bracket, such as; Health and Wellbeing, Leeds Academic Health Partnership and Population Boards.

Regionally, we have built strong partnerships within WY ICS, West Yorkshire Integrated Care Board (ICB), and within these, a separate collaborative named West Yorkshire Association of Acute Trusts (WYAAT). Within WYAAT, Harrogate

and District NHS Foundation Trust is one of the six organisations, although they formally sit outside of WY ICS. The ICS is a statutory and geographically based partnership that combines providers and commissioners of NHS services with local authorities and other local partners to plan, co-ordinate and commission health and care services. It is made up of two key components:

- Integrated Care Boards (ICBs) = statutory bodies that are responsible for planning and funding most NHS services in the area. In West Yorkshire, the model works on the basis of six places, with Leeds Health and Care Partnership (LHCP) being the wider grouping of health and care partners including the ICB.
- Integrated Care Partnerships (ICPs) = statutory Committees that bring together a broad set of system partners – including local government (the council), the Voluntary, Community and Social Enterprise Sector (VCSE), NHS organisations (e.g. local branch of Healthwatch) and others – to develop a health and care strategy for the area.

The WYAAT collaborative is a voluntary grouping forming part of the acute providers. The innovative purpose brings together six NHS Trusts delivering acute hospital services across West Yorkshire and Harrogate to tackle variation and challenges across the region with a vision to create a region-wide, efficient, and sustainable healthcare system that embraces best practice to deliver the highest quality care and outcomes for patients. Harrogate & District NHS Foundation Trust sits within Humber Coast and Vale ICS, however, through partnership arrangements, there are multiple patients flows to LTHT as the tertiary centre for specialist services.

HCV ICB is a separate statutory body to WY ICS, however, through partnership and collaborative working across the NHS trusts they form together across certain patient pathways and flows as part of WYAAT. This includes certain tertiary and complex services that form together to create improved access and outcomes for our patients.

LTHT holds host organisational duties for many services across North East and Yorkshire, including the provision of Genomics, Cancer, Unplanned and Planned Care services. The trust is aligned to key National partnerships via our ICS network and NHS providers, and also holds regional accountability and responsibility status for many services including; the Children's Hospital Alliance that supports the development of our New Children's Hospital and tertiary services to the NEY region and beyond, and, Genomics Medicine Services board which feeds directly into the national Genomics workstream.

Our current partnership arrangements align to our Trust's strategic priorities including our 2023/24 seven commitments, and multi-year goals by combining City wide, Regional and National resources, expertise, and efforts. By enhancing capacity, innovation and efficiency, whilst also leveraging networks within WY and beyond, sharing risks/lessons learnt (e.g. via WYAAT) and engaging communities to improve healthcare outcomes, including mutual aid opportunities.

These collaborative partnership working arrangements allow LTHT to address existing complex challenges (e.g. Health Inequalities), influence policies and

scale impact effectively across our region and nationally. Through partnerships, collective action leads to greater success and a more comprehensive approach to achieving our Trust's objectives. However, it is also important to note some of the challenges faced from partnership working such as; the increasing complexity of services and specialist pathways, the need to manage multiple stakeholders and the measure of control we as an individual organisation hold. As these are outward facing partnerships, there needs to be careful consideration for the time required from an Executive perspective to ensure we are providing adequate time for partnership development as well as maintaining our trust's internal objectives.

We see our partnerships as integral components of our internal planning and as part of future developments and plans, we will need to embed these key relationships within our existing organisational ethos via an exercise to explore City wide, ICS and ICB objectives.

### **3. Proposal**

The Board are asked to receive the paper for information.

### **4. Publication Under Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000

### **5. Risk**

The Board Committee provides assurance oversight of the Trust's most significant risks, which cover the Level 1 risk categories (see summary on front sheet). Following discussion at the Board Committee meeting there were no material changes to the risk appetite statements related to the Level 2 risk categories and the Trust continues to operate within the risk appetite for the Level 1 risk categories set by the Board.

Both Operational and External risks identified have been marked with an open risk appetite, with an impact of moving towards. This is to highlight the importance of our continued partnership working and the positive impacts it creates for our organisation.

### **6. Recommendation**

The Board are asked to receive the paper for information. A more in depth discussion will be held at the October Board Time Out.

### **7. Supporting Information**

The following papers make up this report:  
Annex A – list of key partnerships and forums

Camelia Hughes  
**Corporate General Manager - CEO Office**  
September 2023

<b>Annex A</b>					
<b>Type</b>	<b>Name</b>	<b>Purpose</b>	<b>Membership</b>	<b>Key groups</b>	<b>Alignment to strategic priorities</b>
City	Health and Wellbeing Board	The H&WB Board sets the H&WB Strategy for Leeds and the role includes statutory functions to assess population need in the locality through regular publication of a Joint Strategic Needs Assessment (JSNA) and an assessment of sufficiency of pharmacy provision in a locality through a Pharmacy Needs Assessment (PNA).	Local Authority, NHS Providers, Third Sector	Health and Wellbeing Board to Board meetings	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Focus on care quality, effectiveness, and patient experience</li> </ul>
City	Leeds Health and Care Partnership	<p>Delivery of the H&amp;WB strategy and Leeds Plan - Leeds Health &amp; Care Partnership Group (PEG) meets monthly and has agreed to work together in four ways:</p> <ul style="list-style-type: none"> <li>• Work with people and families to enable them to take more control of their own health and care needs</li> <li>• Provide high quality services in the right place</li> <li>• Enable the health and care system to operate as if we were one organisation so that people receive seamless integrated support</li> <li>• Use the 'Leeds £' wisely for the good of people</li> </ul>	NHS providers, Adult and Children's Social Care, Third Sector, local ICB reps.	Partnership Exec Group, System Resilience and Assurance board, Population Health Boards, Leeds Clinical Senate, Strategic Estates Group	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Ensure financial stability</li> </ul>

City	Leeds Academic Health Partnership	Brings together the health and care system with academic partners to support a learning healthcare system and support innovation through collaboration	NHS providers, Universities, Further Education Colleges, Local Authority, WYICB, Y&HAHSN	LAHP Board, LAHP Steering Group	<ul style="list-style-type: none"> <li>• Support and develop our people</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>
City	Leeds Health and Care Academy and One Workforce Board	Our purpose is to create better integration of the health and social care workforce in Leeds and realise the potential of our One Workforce through planning, delivering and learning together.	NHS providers, Universities, Further Education Colleges, Local Authority.	One Workforce Board	<ul style="list-style-type: none"> <li>• Support and develop our people</li> </ul>
Regional	West Yorkshire Integrated Care Board	Statutory organisation with four aims: to reduce health inequalities, manage unwarranted variations in care, secure the wider benefits of investing in health and care and use our collective resources wisely.	WYICB and a representative from each of NHS providers, LA, Public Health, Healthwatch	WYICB Board, WYICB Committees, Leeds Committee of the ICB	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Ensure financial stability</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>
Regional	West Yorkshire Integrated Care Partnership	Four aims: to reduce health inequalities, manage unwarranted variations in care, secure the wider benefits of investing in health and care and use our collective resources wisely.	WYICP Partnership, including ICB, representatives from each of NHS providers, councils, care providers, hospices, Healthwatch and the voluntary, community and social enterprise sector.	WYICP board, WYICP Committees, Leeds Committee of the ICP	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Ensure financial stability</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>

Regional	West Yorkshire Association of Acute Trusts	Our vision is to create a region-wide, efficient, and sustainable healthcare system that embraces best practice to deliver the highest quality care and outcomes for patients. Bringing together six Trusts across WY&H to deliver more joined up care, high quality, cost-effective care and support innovation through collaboration.	six WY&H NHS providers	WYAAT committee in common, WYAAT specific committees (e.g. finance, Strategy and Operations, Medical Directors, Nursing, HR), Chief Executives	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Ensure financial stability</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>
Regional	WY&H Local Workforce Strategy	Creation and delivery of the workforce and capital strategy for West Yorkshire Health and Care Partnership ICS.	WYH local representatives	WY&H Local Workforce Action Board	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Ensure financial stability</li> </ul>
Regional	WY&H Estates and Capital Strategy	Creation and delivery of the estates and capital strategy for West Yorkshire Health and Care Partnership ICS.	WYH local representatives	WY&H Estates and Capital Strategy Group	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Ensure financial stability</li> </ul>

Regional	Cancer Alliance	Creation and delivery of Cancer services for West Yorkshire and Harrogate ICS.	WYH local representatives, NHS Providers, third party	Cancer Alliance Board, WYHCA committees	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Focus on care quality, effectiveness, and patient experience</li> </ul>
Regional	Yorkshire Chairs Network	A network bringing together the Chairs of provider Trusts across Yorkshire to discuss issues of strategic importance for the sector.	NHS acute providers (as NHS delivery of care)	Yorkshire Chairs Network	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> </ul>
Regional	Genomics Regional partnership	The Executive group responsible for overseeing delivery of the strategy, building leadership and collective responsibility for our shared objectives in Genomic Medicine Services.	NHS acute providers (as NHS delivery of care)	NEY Genomics Medicine Services board	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>
Regional	Academic Health Science Network	Brings together the health and care system in Yorkshire and Humber with Academic Health Science partners overseeing strategic delivery and innovation	NHS providers, Universities, Further Education Colleges, Local Authority.	Yorkshire & Humber AHSN: Strategic Advisory Board	<ul style="list-style-type: none"> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>
National	NHS Providers (as an organisation)	NHS Providers Board will be responsible for negotiations between the Trusts and the Department of Health providing development support to Trust leaders.	NHSP representatives, NHS Providers, DHSC, Third party	NHS Providers Board	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Ensure financial stability</li> </ul>

National	Northern Health Science Alliance	The NHSA is an advocate for its members, supporting both individual and collective efforts by establishing robust clusters in the Northern region through collaborations with NHS, third party and Government.	NHS Providers, Universities and Academic Health Science Networks in Northern England, Third party	NHSA Board, NHSA Committees	<ul style="list-style-type: none"> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>
National	Genomics Medicine Services Alliance Partnership	The Partnership Board will be responsible for setting national strategic direction. It will provide oversight for all Partnership business, and a forum to make decisions together as Partners on the range of Genomics Medicine Services matters	NHS acute providers (as NHS delivery of care)	Genomics Medicine Services Alliance Partnership Board	<ul style="list-style-type: none"> <li>• Focus on care quality, effectiveness, and patient experience</li> <li>• Deliver continuous innovation and inclusive research</li> </ul>
National	Children’s Hospital Alliance	Collaboration and delivery of Children and Young people services across England	NHS Providers, Regional representatives, third party, local Authority	Children’s Hospital Alliance board, Children’s Hospital Alliance Committees, Local Committees	<ul style="list-style-type: none"> <li>• Develop integrated partnership services</li> <li>• Support and develop our people</li> <li>• Focus on care quality, effectiveness, and patient experience</li> </ul>