

## LEEDS URBACT: FIVE SCHEMES THAT REPRESENT THE CITY'S WORK OF PARTNERS FROM THE CITY COUNCIL, HEALTH SERVICES, INDUSTRY AND THE VOLUNTARY SECTOR.

### 1. The project

Leeds URBACT is a project working in five areas:

- Assisted Living Leeds  
A new one-stop centre that houses a range of specialist services to support people with physical, learning and care needs to live safely and independently.
- Leeds Care Record  
Patients often have many different records held across a number of organisations. In Leeds, we have developed a virtual system to hold all data in one convenient place. Held on a secure computer system, it features key health and social care information on an individual – taken from the likes of a GP record, hospital data and social care records.
- mHealthHabitat  
With a focus on digital tools, mHealthHabitat engages all areas and ages of Leeds' communities on a range of health subjects: dementia, sexual health and mental health, among others.
- MedTech (utilising technological developments for better public health)  
How can technology from non-traditional sectors (education and industry, for example) be incorporated into the lives of citizens to make things better. We will illustrate this further with Leeds' work into body suits.
- Leeds Innovation Exchange  
This scheme is charged with innovating new products and services into health and social care markets in Leeds. Leeds Innovation Exchange is recognised as a pioneering body, having been granted *Integration Pioneer* status.

### 2. The context

Leeds is the third largest city in the UK. It has a population of 750,000, 336,000 homes\* and a geographical density of 1,967/km sq – a large area made up of many urban districts and large swathes of countryside. Leeds is considered the powerhouse of Yorkshire (the UK's largest county). This provides not only huge demands in terms of health and social care, but is set among a backdrop of a rapidly growing number of older citizens and large inequalities in terms of poverty, education and standards of living.

Overseeing LeedsURBACT is Leeds City Council, whose priority is to protect the vulnerable among children, young people and older citizens. This ensures Leeds is fiercely committed to civic enterprise: innovating in terms of not only health and social care, but industry,

education, city development and children's services.

Beyond this, Leeds is considered the largest legal centre in the UK outside of London, alongside a leading UK area on banking and 'call centre' services.

\*336,000 homes are governed by Leeds City Council according to Royal Mail data.

### **3. The rationale**

We are committed to citizen-driven engagement to push forward our health and social care services.

Leeds faces huge demands here. This is a time of massive central government funding cuts (£45.4million in 2015/16 after over £200m in recent years). In short, we have to provide more services with fewer resources.

Against this, the city's number one priority is to protect our most vulnerable citizens. We will do this by continuing to invest in long-term services and solutions. But, against such financial pressures, we have to pioneer the 4D Cities URBACT approach and innovate in terms of health and social care.

To do this, we consult with Leeds people at each opportunity – a small number of examples being mHealthHabitat's use of digital tools, Assisted Living Leeds and the neighbourhood networks operating throughout the city to much acclaim.

Across the five areas of Leeds URBACT (see first section) we have looked to work in partnership with innovators in the public, private and third (voluntary) sectors: including Leeds NHS, education providers (universities, for example), industry (we have representatives on our board from the likes of Leeds and Partners, plus Ernst and Young) and voluntary groups.

### **4. The Theory of Change**

We have adapted to our changing, pressurised circumstances to continue to provide excellent health and social care to all Leeds citizens. We have done this through citizen-driven engagement and innovative measures.

One example of this is Assisted Living Leeds, a one-stop centre housing a range of specialist services. We asked residents what they wanted and the consensus was a convenient means of offering support services so that people with physical, learning and care needs can live safely and independently.

At the time of writing, the results are already impressive. In 2014, 80,000 specialist care items were provided and 57,000 collected for re-use by Assisted Living Leeds – their base providing an excellent standard of warehousing, cleaning and equipment refurbishment.

Where does it lead? Our services lead to Leeds' people living healthy independent lives – wherever practical – in their own homes and not in hospitals or care homes unless there is significant need.

### **5. The project objectives**

Leeds' number one priority is to protect the vulnerable.  
All citizens have a right to receive exceptional services.  
We must ensure all new, innovative measures are driven by citizen engagement.  
We have to be transparent.  
The public has the right to know what options are available to them and what records we have on each individual.

The approach has to be joined up. This is not one body working to serve its citizens: this involves numerous partners: Leeds City Council, NHS Leeds, Leeds and Partners and the Third Sector, among others.

Finally, our duty is to ensure all citizens lead healthy and independent lives through Leeds' progressive services.

## **6. The local policies and areas involved**

Leeds URBACT's aims complement the wider ambitions of Leeds City Council and partners in the Health and Well-Being Board.

Both Leeds URBACT and the city council's number one priority is to look after our most vulnerable members of society. This underpins everything we do: from not only innovative health and social care, but to how we improve the city's skills sets, help business, build infrastructure, encourage Third Sector working, etc.

As such the city council is charged with the sole running of the *Assisted Living Leeds* scheme. *Leeds Care Record* and *mHealthHabitat* are both overseen by NHS Leeds. *MedTech* is a partnership between the city council and others, including (for example) the University of Leeds. The *Leeds Innovation Exchange* is a Leeds and Partners-run operation. In all instances, support is offered by other listed organisations on top of other groups, for example industry's Ernst and Young. In terms of 4D CITIES URBACT-funding Leeds apportions funding on an approximately equal pro-rata basis.

As such, many of the five Leeds URBACT areas (listed above) work together and with other city initiatives.

## **7. The governance. Who does what**

Leeds URBACT is overseen by local government, Leeds City Council but each contributor is an equal partner in delivering successful outcomes.

We work in partnership with the Leeds' key stakeholders: including NHS Leeds, Leeds and Partners, educational and business organisations and the Third Sector.

Regular meetings are held – usually every two to three months – to update others on individual schemes, other opportunities, etc. Agendas and minutes of Leeds URBACT meetings are available on request and accessible through our shared Dropbox storage.

## **8. What we learnt. How we use it**

In many regards, we have much to do to ensuring Leeds continues to innovate in terms of giving its citizens exceptional health and social care. But, at the time of writing (February

2015) we are proud of the firm foundations we have laid.

Witness our Assisted Living Leeds scheme – its new £2.1m base launched officially this same month. There, the latest technology will help vulnerable residents live safely at home.

Our work with mHealthHabitat takes a digital approach on many issues: ranging from mental to sexual health, whether you are a member of the public or clinician.

Leeds Care Record is simplifying the relationship between health professionals and the public – with a huge buy-up by the profession.

MedTech and Leeds Innovation Exchange are at earlier stages of their life cycles, but do have exciting futures.

In respect of how has the initial strategy of Leeds changed during this 4D Cities URBACT process, Leeds has been impressed with other member cities' work and considers itself an equal partner, both learning and (hopefully) teaching others. At the conclusion event we are looking forward to going into great detail on our Assisted Living Leeds project, as well as learning much from others.

On our priorities being shaped, we have to be honest: huge central-government funding cuts has been a major factor in our need to innovate on health and social care.

Notwithstanding this though, earlier events have shown Leeds new ways of working. For example, Tartu's Smart City Lab was impressive – on Monday 9 March a delegation from Leeds URBACT will be visiting major local company Premier Farnell to view their 'The Lab'. We do so in the hope of establishing a long-term city-partnership approach along similar lines to Tartu. In short, whatever the financial backdrop we face true innovation needs to incorporate smart measures such as this.

## **9. The innovation**

Throughout this document we continually give links to a series of innovative measures being carried out in Leeds.

A selection of three key innovations in Leeds health  
(see [bit.ly/leedsurbactbook](http://bit.ly/leedsurbactbook) for more examples)

Centralised medical records – historically UK health providers have held their own patient records, meaning a patient may have several archives of their health history. With Leeds Care Record this has changed, with all major providers and most of the city's GPs committed to the scheme.

Sports – we are working with the Leeds' two biggest sports clubs (football and rugby league) to push vital messages on dementia and lifestyle respectively.

Dignity in care – we engage with citizens who see an ability to remain close to their loved ones as a massive part of their care. As such, using Assisted Living Leeds as an example, we ensure they get what they need to remain at home, as opposed to residing in a hospital, for example.

As such, here we give a small sample of other progressive measures, which are all simple and easily transferable to URBACT partners:

Our GPs are committed to simplifying our health records process. This project has been a resounding success with the vast majority – 88, at the time of writing, of 109 Leeds GPs – signing up to the Leeds Care Record. How does it work? All health professionals can now access one set of digital records for a patient. It's more manageable. It's quicker. Cuts the number of mistakes and oversights. Feedback from all parties is universally positive.

Leeds partnership work goes beyond more traditional city stakeholders. We are utilising the city's two sports clubs – Leeds United and Leeds Rhinos – to promote key messages on dementia and healthy eating respectively.

Shared Lives Leeds, meanwhile, is a volunteers-led programme, which acts an alternative to traditional residential respite and day services. Its focus on fun is proving particularly effective.

We are increasingly tackling the growing problem of mental health in a positive manner too – via our Health and Wellbeing Board and mHealthHabitat. An example of this is our World Mental Health Day celebration event.

One final simple measure involves exhibiting council-owned art works in our hospitals, to provide a relaxing environment for patients and visitors.

## **10. The benefits**

Citizen-led engagement means we can give Leeds people the health and social care services they want and need.

Ensuring the public lead healthy and safe lives independently in, whenever practical, their own homes is not only more effective but reduces costs while increasing people's wellbeing. What is more favourable? Time in hospital or remaining close to your loved ones?

Leeds City Council is also committed to protecting our most vulnerable members of society. That means we safeguard the jobs of our frontline services and continue to invest more money in our children's and adult social care services, at a time when we suffer massive central funding cuts.

On jobs and industry, Leeds Innovation Exchange outlines our current standing: in the city region there are nine higher education institutions, 193,000 health and life science professionals and over 2,000 health informatics analysts as outlined in their November 2014 report.

## **11. The measurement**

We aim to ensure Leeds citizens lead healthy, independent lives with dignity.

We measure our health results not in terms of medical indicators but our ability to give residents what they want – to remain living in their own homes, rather than hospitals or care homes.

In the UK generally, social care is seen as key to relieving the growing pressures of hospital admission and care home numbers.

## **12. The transferability**

We are conscious Leeds is larger than many other cities in the 4DCities programme, but we take pride in our changing approach. With mounting financial pressures, our innovation takes a straightforward yet new tact. This is not another example of throwing money at a problem... we simply don't have it.

The key method to this is citizen-driven engagement. Each health and social care initiative must be sought by Leeds people. We don't tell citizens what is happening, we get their input – as per [this example from our Leeds Care Record work](#).

Our thinking must be transparent – we encourage public discussion on our [Better Lives blog](#) when detailing health initiatives.

We also believe it is important to take every step in unison with other strategic city partners. This is the thinking behind our recent [State of the City Health Summit](#).

## **13. The next steps**

Leeds URBACT's work so far is only a beginning to build upon. We have laid solid foundations.

Beyond April 2015, we have lined up two immediate opportunities, which we consider exciting, as part of our MedTech work.

Firstly, we are working with [University of Leeds' mechanical engineering unit](#) to ensure their assistive technology research is done with full citizen engagement. In March we have set up a showcase for learning disabilities advocates to not only learn what the research entails, but to also shape how the project develops. A second event is due to take place in April or May. This will be for older people groups and those requiring prosthetics.

A second initiative is seeing us link up with researchers at Premier Farnell, a Leeds business. We aim to establish a working relationship with public representative group [Leeds Involving People](#) to, again, shape future research.

## **14. I want to know more**

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