
To: Coventry Health and Wellbeing Board

Date: 4 April 2022

From: Pete Fahy – Director of Adult Services and Housing

Title: Improving Lives (for Older People) – system transformation programme

1 Purpose

To brief the Coventry Health and Well Being Board on the progress and next steps in respect of the Improving Lives work underway across health and care.

2 Recommendations

The Board are asked to **note and support** the contents of the report and the attached Programme Update

3 Information/Background

The work referenced in this report and the accompanying appendix is the product of the first phase of a programme work aimed at improving outcomes for older people. Expressed in activity terms the levels of acute attendances, emergency admissions and emergency readmission for adults over 65 in Coventry are considerably higher than those of comparator organisations. This has been the position for a number of years and although improvement programmes and initiatives have been deployed to improve this position overall performance has not shifted significantly.

In order to tackle these issues afresh an in depth diagnostic of urgent and emergency pathways for older people in Coventry has been undertaken by operational improvement specialists Newton. This diagnostic work has identified a range of opportunities to reduce emergency department attendances which in turn has the potential to reduce the number of non-elective beds required through reduced admissions and shortened length of stay leading to improved outcomes for older people in Coventry. Outside of the hospital setting opportunities to improve our approach to admission avoidance and supported discharges (people that need care and support immediately following a hospital stay) have also been identified.

Although the key metrics that this work is aimed at improving on are in relation to acute activity this is very much a system issue across all aspects of primary, community, acute and social care for which the diagnostic has clearly shown that there is an opportunity to bring about improvements to the existing pathways.

In respect of next steps, the four key organisations involved – UHCW, CWPT, CWCCG and the City Council have committed to entering into a design phase which is currently underway. The purpose of this design phase is to co-design and test with operational leads and front line staff a set of sustainable solutions to the opportunities identified in the diagnostic. This design approach will ensure the buy-in and commitment of the staff that are fundamental to making change happen should the programme proceed to implementation.

Progressing this programme of work is a key priority area for the Coventry Care Collaborative and provides one example of how organisations are working together to find new ways of improving outcomes for the people of Coventry. Although the focus of the work in people aged 65+ any improvements in pathways should also have an impact on people of different ages that use those pathways.

A summary of the work completed in the diagnostic phase is attached as an appendix to this report.

4 Options Considered and Recommended Proposal

The opportunities presented through the diagnostic phase were such that all four organisations committed beyond the diagnostic to the current 'design' phase. Nothing has been committed to beyond the design phase at this point, which is expected to conclude in May 2022.

There are no specific recommendations or decisions for Coventry Health and Well Being Board at this point. However, the board is requested to support the programme of work as a key initiative that brings organisations working closer together to support the people of Coventry.

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Appendices

Improving Lives for Older People – Programme Update January 2022