



To: Coventry Health and Wellbeing Board

Date: 3 October 2022

Subject: Coventry and Warwickshire Population Health Management Roadmap

1 Purpose

- 1.1 This paper informs the Board of plans to spread, scale and sustain Population Health Management (PHM) capability and capacity at all levels of the Integrated Care System (ICS) over the next 5 years. The PHM Roadmap (appendix 1) was approved by the Integrated Care Board on 20 July 2022.
- 1.2 PHM is about creating data-informed, integrated, health and care that embraces the wider determinants of health and helps us to design services that better reflect the needs of our communities. Implementation of the Roadmap requires a significant shift in culture and every part of the system has a role to play in embedding PHM as 'business as usual' across each level of the ICS.

2 Recommendations

The Health and Wellbeing Board is asked to:

NOTE AND ENDORSE the implementation of the PHM Roadmap for Coventry and Warwickshire.

3 Background

- 3.1 As an ICS we have adopted a clear framework for population health (The King's Fund model) that encompasses and connects health and care services, the wider determinants of health, health behaviours and lifestyles, and the communities we live in and with. Our PHM capabilities enable us to understand our population and plan our health and care provision through that lens. Importantly, PHM helps us to tackle deep-rooted health inequalities by enabling actionable insights from rich and timely linked datasets, and working together to design care differently to meet the needs of our population.
- 3.2 Developing PHM capability is also a national mandate for ICSs, with an expectation articulated in the Integrated Care Systems Design Framework that systems will agree a plan for embedding population health management capabilities and ensure these are supported by the necessary data and digital infrastructure.
- 3.3 As a system we already have many examples of clinicians and commissioners taking a population health approach and thinking differently about how to plan and design care in an integrated way. Our PHM programme seeks to elevate this activity by providing the strategic infrastructure to enable population health approaches to be used consistently.

4 Developing our PHM capability

- 4.1 The PHM Roadmap is a key deliverable of the national (NHSE/I) PHM Development Programme. Coventry and Warwickshire completed its participation in Wave 3 of the programme in June 2022. The programme involved more than 150 individuals across system, Place, Primary Care Network (PCN) and analytical workstreams. It has generated a huge amount of learning about the capabilities we need to enable a PHM approach, as

well as modelling what it means for the way we work and the potential impact on our population. Participants included Coventry Central and Sowe Valley PCNs in Coventry.

- 4.2 The Roadmap is framed around nationally-defined core capabilities for PHM – the ‘4Is’ of Infrastructure, Intelligence, Interventions and Incentives. We have used a national PHM maturity matrix to review our current capabilities and identify what needs to happen over the next 5 years to become a mature ICS.
- 4.3 The detailed plan has been informed both by learning from the PHM Development Programme and by a series of group and individual interviews with around 60 senior stakeholders from across NHS, local authority and wider partners. The willingness to commit time to inform the Roadmap is indicative of the commitment and importance attached to this way of working, right across the system.
- 4.4 Senior leaders endorsed the ambition of embedding PHM as ‘business as usual’ and ‘everyone’s business’ across our system. We expect PHM to be front and centre of all we do as an ICS – for example, as the driver for our Integrated Care Strategy, the enabler for our Health Inequalities Strategic Plan, and a core workstream within our Digital Transformation Strategy.
- 4.5 A key focus for the implementation of the Roadmap will be the roll-out of a local digital PHM data platform. This will provide a near real-time linked dataset across all Coventry and Warwickshire health and care data systems and PHM analytics self-service tooling. The contract for this platform includes an ongoing transformation support offer, enabling us to scale and sustain the learning from the PHM development programme through the early implementation of the data platform. This support will be aligned to the Delivery Plan.
- 4.6 The size of the challenge we face in enabling PHM capability and shifting the way we work is significant. Delivery of the Roadmap cannot sit with one organisation or team and is not just a system-level responsibility. As the detailed plan shows, all ICS partners have a role to play across all of the capabilities. Equally important is the programme of stakeholder engagement and culture change that will support and enable our PHM capabilities.

5 Governance arrangements and partner commitments

- 5.1 The PHM Development Programme highlighted the need for robust decision-making processes to underpin the roll-out of PHM capabilities. We have strengthened our PHM programme governance, aligned to ICS governance, with reporting for assurance to the Commissioning, Planning and Population Health Committee of the ICB. All partners are represented on the PHM Board, which has responsibility for delivery of the Roadmap.
- 5.2 As part of our Roadmap, we have set out a series of commitments that we are asking all ICB partner organisations to make, about how we will work differently to embed PHM in our system. These are:
 - We involve patients and clinicians in decision-making and care design.
 - We readily share data, whilst adhering to statutory requirements.
 - We are rigorous in ensuring quality in the data we collect and analyse.
 - We use the insights we have available to deliver value for our population.
 - The needs of our population take priority over our organisational agendas.
 - We share a common vision and are all committed to making this a reality.
 - We are open and transparent with each other and the public about decision-making.

6 Conclusion

- 6.1 We need mature PHM capability to enable and drive our ICS ambitions for improving population health and reducing health inequalities. Developing this capability is complex and significant in scale, and requires commitment and resource from the whole system. It is important that all partners are actively engaged in the delivery the PHM Roadmap.

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