



---

**To: Coventry Health and Wellbeing Board**

**Date: 23 January 2023**

**Subject: Coventry and Warwickshire Integrated Care Strategy**

---

## **1 Purpose**

- 1.1 The paper informs the Board about the draft Coventry and Warwickshire integrated care strategy, which was approved by the Integrated Care Partnership (ICP) on 8 December 2022. This is an interim strategy, with plans for formal publication alongside the Integrated Care Five-Year Plan in April 2023.
- 1.2 The Health and Care Act 2022 requires integrated care partnerships to write an integrated care strategy, setting out how the assessed needs of the population can be met by the Integrated Care System (ICS). The strategy is a crucial system document that provides a vision for health and care in Coventry and Warwickshire 5 years from now, leveraging the benefits of the system and enabling greater collaboration across partners. It sets the strategic direction and priorities for the system.
- 1.3 The strategy was co-developed by system partners through a widely inclusive process, and is informed by insight from our diverse communities, especially those with protected characteristics and groups that experience health inequalities.

## **2 Recommendations**

- 2.1 The Board is recommended to:
  1. Note the draft Integrated Care Strategy for Coventry and Warwickshire 2022 and provide feedback on the draft strategy ahead of publication;
  2. Consider how the Board could contribute to delivery of the strategy, and how impact and success measures could be shared through regular reporting to the Board; and
  3. Consider how the Integrated Care Strategy might inform further development of the Board's Health and Wellbeing Strategy.

## **3 Background**

- 3.1 The passage of the Health and Care Act (2022) established Coventry and Warwickshire as an Integrated Care System on a statutory basis on 1 July 2022. This included creation of the Integrated Care Board (ICB), a statutory NHS organisation responsible for managing the NHS budget and arranging for the provision of health services in the ICS area to meet the health needs of the population.
- 3.2 The ICP is a statutory committee that brings together a broad alliance of partners concerned with improving the care, health and wellbeing of the population. The ICP is responsible for producing an integrated care strategy on how to meet the health and wellbeing needs of the population in the ICS area. [National guidance](#) recommended that ICPs publish their interim integrated care strategy by the end of December 2022.

- 3.3 The ICB is responsible for developing a 5-year integrated care forward plan before 31 March 2023, and must build this plan with due regard to the integrated care strategy. The plan will provide the operational detail about how the strategy's vision will be realised.
- 3.4 The national guidance recognised that time restraints in this transition year may limit the breadth and depth of the initial integrated care strategy, which will mature and develop over time. ICPs are expected to develop and refine the integrated care strategy as part of an annual cycle of planning and review.

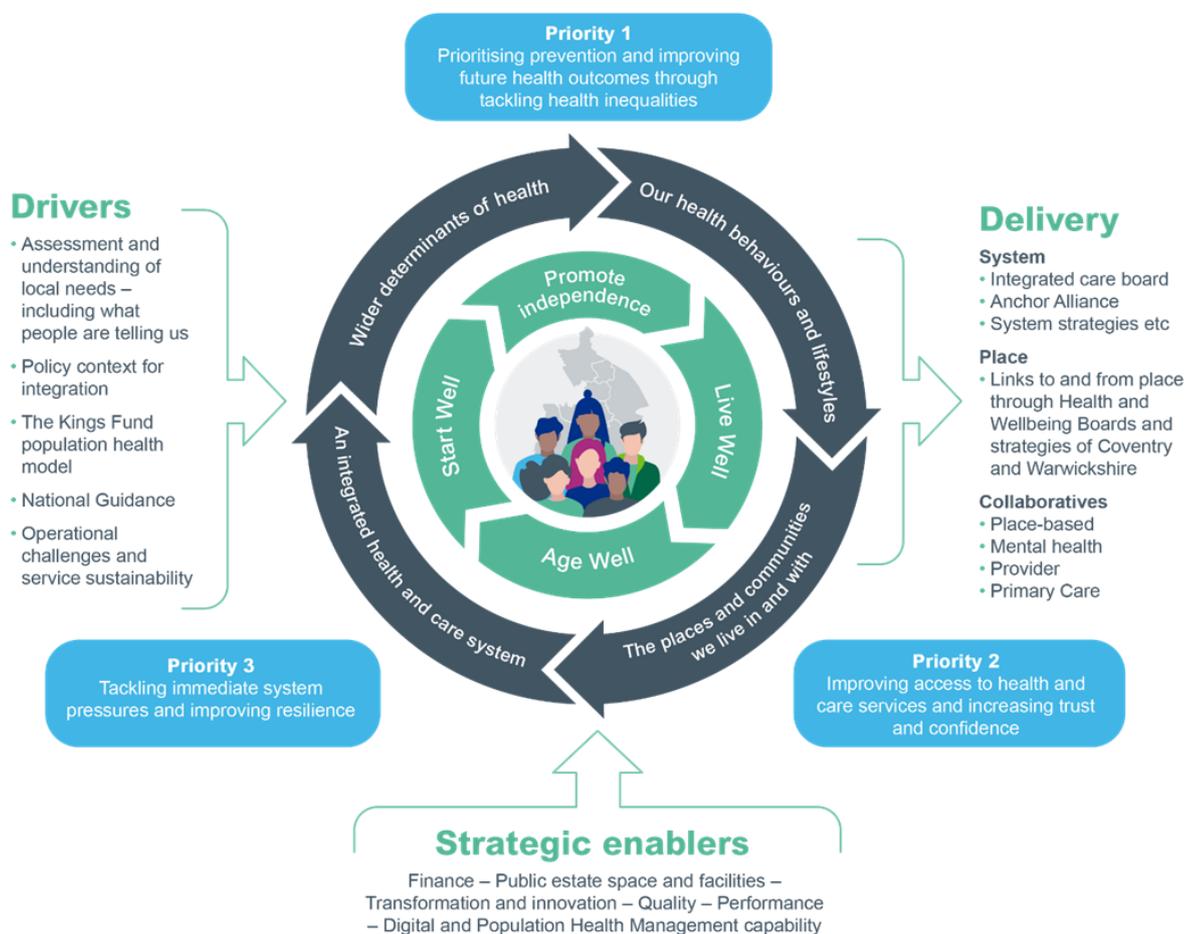
#### **4 Developing the strategy**

- 4.1 The ICP's approach to drafting the strategy was as inclusive as possible, with lead 'owners' from across the system identified for each core area of content. Over 40 individuals were involved in developing content, supported by a reference group, working group and core drafting team. A dedicated engagement task and finish group was also established to lead on community and stakeholder engagement. This included representatives from local authorities, NHS organisations, the voluntary and community sector, Healthwatch, faith groups and housing.
- 4.2 The strategy has been informed by:
- extensive system and partner strategy and engagement mapping, to ensure alignment with and building on existing system-wide activity
  - the collation of needs data from across the system, especially from the Joint Strategic Needs Assessments (JSNAs)
  - statutory guidance on the preparation of integrated care strategies
  - feedback from a range of public and clinical engagement activities running concurrent to the strategy development.
- 4.3 Engagement with C&W Integrated Health and Wellbeing Forum on 13 October 2022 helped to inform priorities and identify what is most critical to the system now, and resulted in identification of a series of commitments that run through the strategy, aligned to achievement of the core purposes of the ICS.
- 4.4 Full details of the public and community engagement approach and activity are provided in the engagement report that accompanies the strategy. The strategy has been informed by insight from our diverse communities, with a particular emphasis on those with protected characteristics and groups that experience health inequalities. Key priority areas identified through community engagement included issues relating to digital inclusion, access to primary care and there being an erosion of trust in health services.

#### **5 Strategy framework and content**

- 5.1 The final draft strategy includes three core priorities:
- Prioritising prevention and improving future health outcomes through tackling health inequalities
  - Improving access to health and care services and increasing trust and confidence
  - Tackling immediate system pressures and improving resilience.
- 5.2 For each of these core priorities we identify specific areas of focus and detail how we will change our ways of working over the next 5 years, and the actions we will prioritise. We have also identified a number of key enablers to delivery of our priorities, and we describe in the strategy where and how we need to integrate for each of these.
- 5.3 The overall framework for the strategy is described in the diagram below. There is a strong emphasis throughout on harnessing the energy and resource of a wide range of system partners to improve population health outcomes and address health inequalities, highlighting the connections and overlaps between different areas of activity. Like the local health and wellbeing strategies, it has the population health framework developed by The King's Fund at its heart.

5.4 The starting point for identifying our strategy priorities and areas of focus was an analysis of the two Health and Wellbeing Strategies, reflecting the needs identified in the JSNAs. Coventry’s strategic ambitions and short-term areas of focus are reflected in particular in priority 1 of the strategy, which focuses on tackling health inequalities and addressing the wider determinants of health, including enabling the best start in life for children and young people.



## 6 The role of the Health and Wellbeing Board

6.1 [National Government guidance for health and wellbeing boards](#) following the creation of statutory integrated care systems states that:

- Health and wellbeing boards (HWBs) will need to consider the integrated care strategies when preparing their own strategy to ensure they are complementary
- HWBs should be active participants in the development of the integrated care strategy and the ICP and HWBs should “work collaboratively and iteratively in the preparation of the system-wide integrated care strategy that will tackle those challenges that are best dealt with at a system level”
- HWBs are required to consider revising their health and wellbeing strategy following the development of the integrated care strategy for their area, but are not required to make changes if they consider that the existing health and wellbeing strategy is sufficient
- The integrated care strategy should build on and complement local health and wellbeing strategies, identifying where needs could be better addressed at the system level
- ICPs should use the insight and data held by HWBs in developing the integrated care strategy, in particular the JSNAs.

- The introduction of integrated care strategies is an opportunity for JSNAs and health and wellbeing strategies to be revised and/or refreshed, to ensure that they remain effective tools for decision making at both place and system levels.
- 6.2 The guidance also makes clear that in an effective health and care system the ICP should build upon the existing work by HWBs and any place-based partnerships to integrate services. ICB and ICP strategies and priorities should not detract from or undermine the local collaboration at place level.
- 6.3 Coventry and Warwickshire Integrated Health and Wellbeing Forum is the key mechanism through which both Coventry and Warwickshire HWBs are involved in the preparation of the integrated care strategy and provide collective input to the strategic priorities of the ICP.

## **7 Timescales and next steps**

- 7.1 The integrated care strategy will be formally published alongside the Integrated Care Five-Year Plan in April 2023. A suite of documents will be developed for publication, including an easy read version and an executive summary.
- 7.2 The Health and Wellbeing Boards and other key stakeholders, such as the Health and Wellbeing Place Partnerships and emerging Care Collaboratives, have an opportunity before formal publication to provide feedback on the draft strategy.
- 7.3 ICPs are expected to develop and refine the integrated care strategy as part of an annual cycle of planning and review. When refreshing its strategy the ICP must consider whether the strategy is being delivered by the integrated care board, NHS England and local authorities, including its impact on commissioning and delivery decisions.
- 7.4 The ICP plans to develop a core set of success measures for each of the three strategic priorities so that progress against intended outcomes can be properly monitored, with oversight through the Integrated Care Partnership and regular reporting to the Health and Wellbeing Boards.

**Name: Liz Gaulton**

**Job Title: Chief Officer Population Health and Inequalities, NHS Coventry and Warwickshire Integrated Care Board**

**Contact Details: [Liz.gaulton1@nhs.net](mailto:Liz.gaulton1@nhs.net)**

**Name: Debbie Dawson**

**Job Title: Population Health Transformation Officer**

**Contact Details: [Debbie.dawson@coventry.gov.uk](mailto:Debbie.dawson@coventry.gov.uk)**

## **Appendices**

Appendix 1: Draft Coventry and Warwickshire Integrated Care Strategy

Appendix 2: List of contributors

Appendix 3: Local Priorities for Integrated Care – Interim Public and Community Engagement Report 2022

Appendix 4: Equality Impact Assessment