



To: Coventry Health and Wellbeing Board

Date: 26 July 2023

Subject: Coventry and Warwickshire Integrated Health and Care Delivery Plan

1. Purpose of the Note

Coventry and Warwickshire Integrated Health and Care Delivery Plan

- 1.1 The report provides an overview of the context for and work undertaken since February 2023 to develop the five-year **Coventry and Warwickshire Integrated Health and Care Delivery Plan** ('the IH&CDP').
- 1.2 Recognising the requirement in national guidance for NHS Coventry and Warwickshire Integrated Care Board ('the ICB') to seek the opinion of the Health and Wellbeing Board as to whether the IH&CDP "***takes proper account of***" the Coventry Health and Wellbeing Strategy, the report also summarises the connectivity between the Coventry Health and Wellbeing Strategy, the Coventry and Warwickshire Integrated Care Strategy and the IH&CDP (see **Section 5 of the report**).
- 1.3 The IH&CDP can be accessed via the following link:
<https://www.happyhealthylives.uk/our-system/ihcdp/>

Coventry and Warwickshire Integrated Care Strategy

- 1.4 Following on from a report to the Health and Wellbeing Board's 23 January 2023 meeting, the report also provides an opportunity to share the final **Coventry and Warwickshire Integrated Care Strategy** ('the Integrated Care Strategy') – the Integrated Care Strategy was previously shared with the Health and Wellbeing Board in draft form.

2. Recommendations

The Health and Wellbeing Board is asked:

Coventry and Warwickshire Integrated Health and Care Delivery Plan

- 2.1 To receive the Integrated Care Strategy and the IH&CDP.
- 2.2 To note that the IH&CDP has been developed as the health and care system shared delivery plan for the Integrated Care Strategy, with the three strategic priorities and nine aligned areas of focus identified in the Integrated Care Strategy providing a 'golden thread' across the two documents.
- 2.3 To recognise the connectivity between the Coventry Health and Wellbeing Strategy, the Integrated Care Strategy and the IH&CDP.

- 2.4 To agree that the ICB Chief Transformation Officer liaises with the Chair outside of the meeting to agree an approach to obtaining confirmation of the Board's opinion as to whether the IH&CDP "takes proper account of" the Coventry Health and Wellbeing Strategy.

Coventry and Warwickshire Integrated Care Strategy

- 2.5 To note the Coventry and Warwickshire Integrated Care Partnership's approach to measuring the impact of the Integrated Care Strategy and the proposal to report on progress annually to the Health and Wellbeing Board for accountability and to inform the review of the Health and Wellbeing Strategy.

3. Background

- 3.1 Through a report to its 23 January 2023 meeting, the Health and Wellbeing Board was given the opportunity to review and provide feedback on the draft **Coventry and Warwickshire Integrated Care Strategy** ('the Integrated Care Strategy').¹ The Integrated Care Strategy sets the vision of integration and collaboration for the Coventry and Warwickshire Integrated Care System ('the ICS'), linked to the ICS's four core purposes to:
- Improve outcomes in population health and healthcare;
 - Tackle inequalities in outcomes, experience and access;
 - Enhance productivity and value for money; and
 - Help the NHS support broader social and economic development.
- 3.2 The Integrated Care Strategy incorporates **three strategic priorities** and **nine aligned areas of focus**:
- **Priority 1**; Prioritising prevention and improving future health outcomes through tackling health inequalities;
 - **Priority 2**; Improving access to health and care services and increasing trust and confidence;
 - **Priority 3**; Tackling immediate system pressures and improving resilience.
- 3.3 The January report provided an overview of the approach that was taken locally to develop the Integrated Care Strategy, which was led by the Coventry and Warwickshire Integrated Care Partnership and co-developed by system partners through a widely inclusive process. The approach incorporated:
- Extensive system and partner strategy and engagement mapping to ensure alignment with and building on existing system-wide activity – with the starting point being an analysis of the Warwickshire and Coventry Health and Wellbeing Strategies;
 - The collation of needs data from across the system, especially from the Joint Strategic Needs Assessments;
 - Feedback from a range of public and clinical engagement activities as outlined in the *Local Priorities for Integrated Care* engagement report.² This engagement enabled the development of the three strategic priorities in the Strategy to be informed by insight from diverse communities, especially those with protected characteristics and groups that experience health inequalities.
- 3.4 Connected to the development of the Integrated Care Strategy, the Health and Care Act 2022 requires the Integrated Care Board ('the ICB') and its partner NHS Trusts to develop and publish a five-year joint forward plan. Locally the plan – the IH&CDP – has been developed as the health and care system shared delivery plan for the Integrated Care

¹ <https://edemocracy.coventry.gov.uk/ieListDocuments.aspx?CId=575&MId=12804&Ver=4>

² <https://www.happyhealthylives.uk/integrated-care-partnership/strategy-engagement-with-our-communities/>

Strategy. As such, the IH&CDP responds directly to the three strategic priorities and nine aligned areas of focus set out in the Integrated Care Strategy, as well as the identified enablers. In relation to Priority 1 (Prioritising prevention and improving future health outcomes through tackling health inequalities), the IH&CDP's focus is on secondary prevention and healthcare inequalities as distinct from statutory responsibilities which sit with the Council.

- 3.5 In line with national NHS guidance, the IH&CDP also addresses the delivery of universal NHS commitments, as reflected in the 2023/24 NHS Operational Planning Guidance and the NHS Long Term Plan, and the statutory duties of the ICB, including in relation to integration, quality, inequalities and finance.

4. Developing the Coventry and Warwickshire Integrated Health and Care Delivery Plan

- 4.1 In line with the process undertaken to develop the Integrated Care Strategy, the development of the IH&CDP was undertaken through a collaborative approach led by the ICB:

- The Coventry and Warwickshire System Strategy and Planning Group acted as the Steering Group for the development of the plan. The group's membership includes the Directors of Public Health for Coventry City Council and Warwickshire County Council, and the Chief Strategy Officers of the ICB and its partner NHS Trusts;
- The Directors of Public Health co-led the development of the following sections of the IH&CDP aligned to Priority 1 (Prioritising prevention and improving future health outcomes through tackling health inequalities):
 - Reducing health inequalities;
 - Prioritising prevention and wider determinants to protect the health of people and communities.
- As part of the development process engagement was undertaken with the four Places (Coventry, Warwickshire North, South Warwickshire and Rugby) to capture and map key programmes and initiatives from Place Plans against the three Integrated Care Strategy strategic priorities so that these can be reflected in the IH&CDP;
- A range of system groups and forums were also engaged, including the different Collaboratives (Warwickshire Care Collaborative, Coventry Care Collaborative, Acute Provider Collaborative, Mental Health Collaborative, Learning Disability and Autism Collaborative and Primary Care Collaborative).

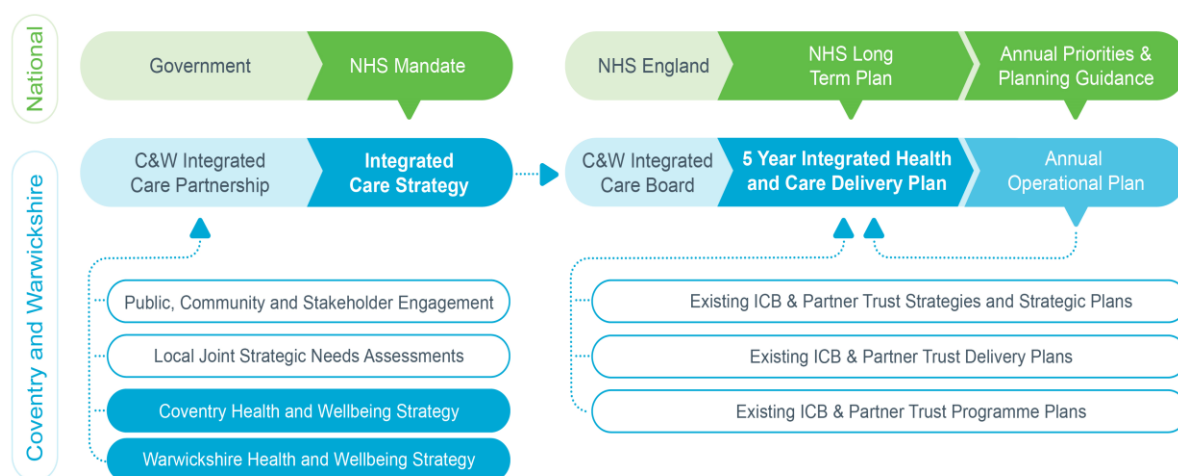
- 4.2 Given the fundamental links between the Integrated Care Strategy and the IH&CDP through the three strategic priorities and nine areas of focus, the engagement activities reflected in the *Local Priorities for Integrated Care* engagement report (see **paragraph 3.3**) not only informed the development of the Integrated Care Strategy but also provided insight to shape the development of the IH&CDP.

- 4.3 Through the System Strategy and Planning Group a set of principles were agreed to guide the process that was undertaken to develop the IH&CDP. Critically, these principles recognise that the development of the IH&CDP will be an iterative process, with this year's document creating the foundations for future years to build on. The principles also acknowledge that the IH&CDP is more detailed in relation to planned delivery activity for years 1 and 2 of the five-year plan period, with the later 3-year period being addressed at a more strategic level.

- 4.4 Through May and June the IH&CDP was presented to and endorsed by the Boards of the ICB's partner NHS Trusts; Coventry and Warwickshire Partnership NHS Trust (16 May 2023), George Eliot Hospital NHS Trust (6 June 2023), South Warwickshire University NHS Foundation Trust (7 June 2023) and University Hospitals Coventry and Warwickshire NHS Trust (1 June 2023).
- 4.5 The IH&CDP was presented to and approved by the Board of the ICB on 21 June 2023, and published on the ICS website on 30 June 2023.

5. Connectivity between the Coventry Health and Wellbeing Strategy, the Coventry and Warwickshire Integrated Care Strategy and Coventry and Warwickshire Integrated Health and Care Delivery Plan

5.1 The diagram below provides an overview of the linkages between the three documents:



- 5.2 As set out in **paragraph 3.3**, the development of the Integrated Care Strategy was fundamentally informed by a review and mapping of existing system and partner strategies, with the starting point for identifying the strategy priorities being an analysis of the Coventry and Warwickshire Health and Wellbeing Strategies.
- 5.3 The Coventry and Warwickshire Integrated Health and Wellbeing Forum was the key mechanism through which both the Coventry and Warwickshire Health and Wellbeing Boards were involved in the development of the Integrated Care Strategy and, more specifically, provided collective input to the development of the three strategic priorities and nine aligned areas of focus which:
- Act as a 'golden thread' between the Integrated Care Strategy and the IH&CDP; and,
 - Connect both documents to the Coventry Health and Wellbeing Strategy.
- 5.4 The February 2023 meeting of the Integrated Health and Wellbeing Forum provided an opportunity for members of the Forum to explore and reflect on the connectivity between the two Health and Wellbeing Strategies, the Integrated Care Strategy and the IH&CDP, and to consider:
- How different organisations represented could contribute to delivering the Integrated Care Strategy; and
 - The role of the two local Health and Wellbeing Strategies in driving delivery.

Presentations across the meeting recognised that the three strategic priorities in the Integrated Care Strategy and the IH&CDP create a strong degree of alignment to the two Health and Wellbeing Strategies.

- 5.5 It is recognised that delivering the vision set out in the Integrated Care Strategy will require the combined efforts of health and care system and wider partners in the ICS, with key activity being driven through the two Health and Wellbeing Strategies, their aligned Delivery Plans and other strategies across the system that focus on the wider elements of the King's Fund Population Health Framework. The IH&CDP will sit predominantly in the *Integrated Health and Care System* quadrant of the framework

6. Coventry and Warwickshire Integrated Care Strategy

- 6.1 The Coventry and Warwickshire Integrated Care Partnership ('the ICP') approved the publication of the final Integrated Care Strategy on 4 July 2023, along with the proposed ambition statements for measuring the impact of the strategy. These are included on pages 56-57 of the final strategy attached at **Appendix 1**. The strategy is being formally published in July 2023, with a suite of documents (available on the [ICS website](#)), including an easy read and short read version.
- 6.2 The ICP has worked to develop its approach for measuring the impact of the Integrated Care Strategy, as the mechanism by which ICP partners will collectively hold themselves to account for the delivery of the Integrated Care Strategy. The agreed approach seeks to combine long-term measures of impact alongside evidence of more short-term, qualitative change. It includes a set of 15 ambitions, one for each area of focus and enabler in the strategy, which form a very high level and clear set of targets for the ICP to measure impact over the course of the strategy. Acknowledging the importance of tackling health inequalities as a 'golden thread' throughout, where possible each ambition has an additional health inequality focus.
- 6.3 Public Health colleagues worked closely with identified Integrated Care Strategy and IH&CDP leads and partners to develop the measures of impact and this process has helped continue to embed the strategy, promoting ownership amongst leads and partner organisations across the system. The measures are not designed to cover all system priorities – other more detailed measures on specific areas are included in metrics for the IH&CDP, the NHS Annual Operating Plan and the two Health and Wellbeing Strategies.
- 6.4 The majority of the ambitions are designed to be longer term, with a measurable 5-year target set that highlights the direction of travel. These will be reviewed and refreshed, if required, annually, subject to new national guidance or significant local changes until 2028. Currently some of the measures have been dictated by data availability and it will be important as part of this review to determine whether there is any additional data to reflect the ICP ambitions more accurately. Some of the more operational measures, particularly those linked to the enablers, are less quantitative and may require more frequent refreshing over the 5-year period.
- 6.5 Alongside the ambitions, case studies will be identified that illustrate the potential of system integration, bringing the Integrated Care Strategy to life and highlighting changes in practice. These will be shared at ICP meetings, themed by strategy priorities, and used as a framework for exploring how system partners are working differently in each area and to learn from practice.
- 6.6 There will be annual reporting to the ICP of progress on the Integrated Care Strategy and ambitions (planned for 29 February 2024), along with reporting to Health and Wellbeing

Boards (March – May 2024) for accountability and to inform the review of the Health and Wellbeing Strategies.

7. Next Steps

- 7.1 In line with national guidance the ICB published the IH&CDP on 30th June 2023. The ICB is required to review the IH&CDP annually and either update or confirm the plan as part of this review.
- 7.2 As set out in **paragraph 1.2** the ICB is required to seek the Health and Wellbeing Board's opinion as to whether the IH&CDP ***"takes proper account of"*** the Coventry Health and Wellbeing Strategy. Following on from the current report and the presentation to the current meeting, it is proposed that the ICB Chief Transformation Officer liaises with the Chair outside of the meeting to agree an approach to obtaining confirmation of the Board's opinion.
- 7.3 The formal launch of the Integrated Care Strategy will be aligned with communications around the publication of the IH&CDP and between July and September the contents of both documents will be communicated effectively across the system.
- 7.4 Ensuring that the Integrated Care Strategy continues to remain live and relevant within the system over the next 5 years will be important, with all partners acknowledging their important role to play in its delivery. The annual cycle of review will support in this.

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