
To: Coventry Health and Wellbeing Board

Date: 4 December 2024

**From: Peter Fahy – Director of Adult Services and Housing
Justine Richards – Director of Strategy and Transformation**

Title: Improving Lives – from programme delivery to Business as Usual

1 Purpose

The purpose of this report and accompanying presentation to Coventry HWBB is to communicate the outcomes of the Improving Lives programme and notify HWBB of the movement of the programme from programme delivery to Business as Usual.

2 Recommendations

Coventry HWBB are recommended to Support the movement to BAU for the Improving Lives programme, noting the progress made and the ongoing need to embedding change and delivery of continuous improvement

3 Information/Background

The Improving Lives programme was a change programme initiated and delivered across the City Council, University Hospital Coventry and Warwickshire, Coventry and Warwickshire Partnership Trust and the Integrated Care Board.

The programme represented a systemic endeavour to improve on some long term challenging metrics including high numbers of older people admitted to hospital leading to an increased probability of admission to a care home and resulting in less than optimum outcomes for residents. Systemically this position also resulted in service costs being incurred that could have been avoided.

In 2023 the four partners organisations engaged Newton Europe to support a change programme to both deliver financial benefits and improve outcomes for people that require our support.

The programme has focussed on the key elements of:

- Hospital Processes – how people are supported when they arrive at hospital to ensure that admissions are reduced and if an admission is unavoidable for length of stay to be minimised
- Integrated Neighbourhood Teams – the development of joint teams across NHS and Social Care, with a single line of management and to focus on a community focussed model of discharge. The purpose of which is to support people to return home from hospital rather than into a care setting
- Intelligence led oversight – the development of shared oversight through the use of better information which enables better management oversight and the ability of multiple organisations to have visibility of individuals and key metrics which drives performance and improvement.

As the above elements are in place and have been operating for a number of months the Improving Lives programme has moved from a change programme to a continuous improvement through business as usual. In doing so we recognise that the objectives of the programme have been delivered but will require constant oversight and improvement work to ensure the benefits continue to be realised.

4 Options Considered and Recommended Proposal

There are no options related to this report.

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