

Transformational Change: Transforming Lives

Coventry and Warwickshire
Clinical Commissioning Groups'
Strategic Plan 2014-2019



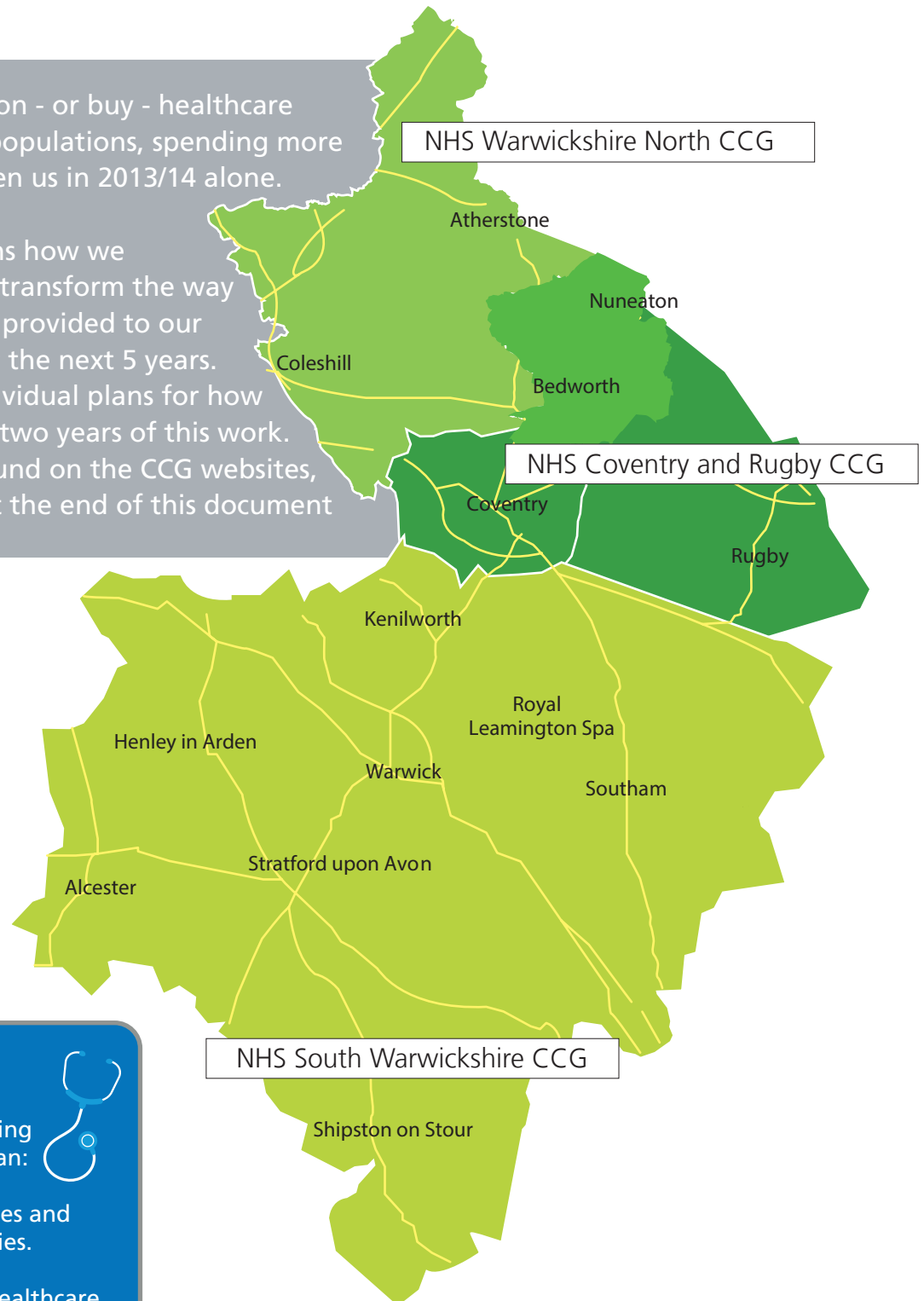
About us

There are three Clinical Commissioning Groups (CCGs) in Coventry and Warwickshire:

NHS Coventry and Rugby CCG • NHS South Warwickshire CCG • NHS Warwickshire North CCG

As CCGs, we commission - or buy - healthcare services for our local populations, spending more than £1 billion between us in 2013/14 alone.

This document explains how we will work together to transform the way in which healthcare is provided to our local populations over the next 5 years. Each CCG also has individual plans for how it will deliver the first two years of this work. These plans can be found on the CCG websites, details of which are at the end of this document



Glossary:

When you see the following words or phrases, we mean:

Primary care: GP practices and their teams and pharmacies.

Community services: healthcare provided in the community such as district nursing, podiatry, health visiting and physiotherapy.



Our services

Across Coventry and Warwickshire, our local health and care services are provided in a number of different ways:



Our challenges

As local CCGs, we have identified a number of challenges to address together to deliver improved health and wellbeing to our local populations. The key areas are explained below:

Our populations' needs

We face many health challenges across Coventry and Warwickshire:

Our population is expected to continue to grow between now and 2021, with the greatest percentage growth to be seen in Coventry (15%), closely followed by Rugby Borough (11.1%) and Stratford upon Avon District (9.5%).

- In Warwickshire, our population is ageing and more people are living for longer with long term medical conditions. The county currently has approximately 13,356 people aged over 85, and by 2021 this group is expected to grow by 42%.
- We have a mix of urban and rural populations, Warwickshire's rural population is generally older than in the urban areas. The proportion of people aged 65 or over in rural areas is 21%, whilst in urban areas it is 17%.
- In Coventry there is a high ethnically diverse population, with 33% of the city's residents coming from minority ethnic communities compared to 20% for England as a whole.
- There is a large gap in life expectancy between the richest and poorest areas of both Coventry and the county of Warwickshire.

Our growing and ageing population means increasing pressure on health and social care services. More people are likely to suffer from long term physical and mental health problems such as heart disease, high blood pressure and dementia. People living with multiple health conditions will become the norm. This trend brings with it poorer quality of life, higher hospital admissions and increased mortality.

It is clear that as three CCGs, we have diverse populations and our diversity will continue to grow. We will need to commission services for our local population that are flexible and can respond to this diversity and the changing needs of our population, with more services provided closer to the patients' homes. We are committed to tackling the challenges that come with an ageing population and to improving the quality of life for those with long term conditions.

Our finances

Nationally, the public sector is facing an unprecedented challenge to operate more efficiently. Locally, we will need to make significant changes to improve services, meet rising demand, keep services safe and ensure that they are affordable in the long term.

In 2014/15, we as CCGs are responsible for spending £1,044 million across Coventry and Warwickshire.

Our challenge is that our health services are not affordable in their current form in the longer term. We need to work together with our local healthcare providers to transform local services so that we can maintain and improve the quality of services, changing them to meet the developing needs of our population, and do this within a challenging financial environment.

Our changing health services

We are extremely proud of our local NHS Trusts and the huge contribution they make to the health and care of our local populations. However, local Trusts are themselves facing challenges including:

- A national drive to achieve NHS foundation trust status (only NHS South Warwickshire Foundation Trust has achieved this to date) which changes the way hospitals work and their relationship with the communities they serve.
- A workforce with an older age profile. Many local clinicians are approaching retirement over the next few years and there are not enough new doctors and nurses to take their place
- Clinicians are wishing to work in increasingly specialist areas, rather than in a general hospital setting.

These challenges mean we need to adapt the way we provide hospital services, to ensure services are sustainable.



Our vision

We have committed to improving the lives of our local populations through transforming our local health and social care services.

Through this transformation we must continue to provide the care that our populations need, whilst taking account of the challenges we face.

The principles of our approach to transformation are:

- Care closer to home
- Specialist care in the right place, at the right time
- Enable patients to live the lives they choose
- Clinicians from across health and social care working together
- Use of innovative practice and technology to deliver care
- Care delivered within a financially sustainable system
- Mental disorders are treated on par with physical disorders.



Our ambitions

The challenges we have described and our vision for transforming healthcare will allow us to achieve a number of ambitions to improve the health of our populations and patients' experience of our services. By involving patients and the public, we aim to:

Increase life expectancy - by tackling specific health conditions for certain age groups, we will be able to improve life expectancy amongst local people.

Improve the quality of life for people with multiple long-term conditions - by changing the way we provide care to these patients and ensuring consistency of care across the area, we aim to improve patients' health and their quality of life.

Reduce the amount of time people unnecessarily spend in hospital - by putting care plans in place to support patients with certain health conditions, we will prevent them needing to be admitted to hospital.

Give more people a positive experience of hospital care - by improving patient experience of hospital care, we hope to increase positive feedback about our hospital services.

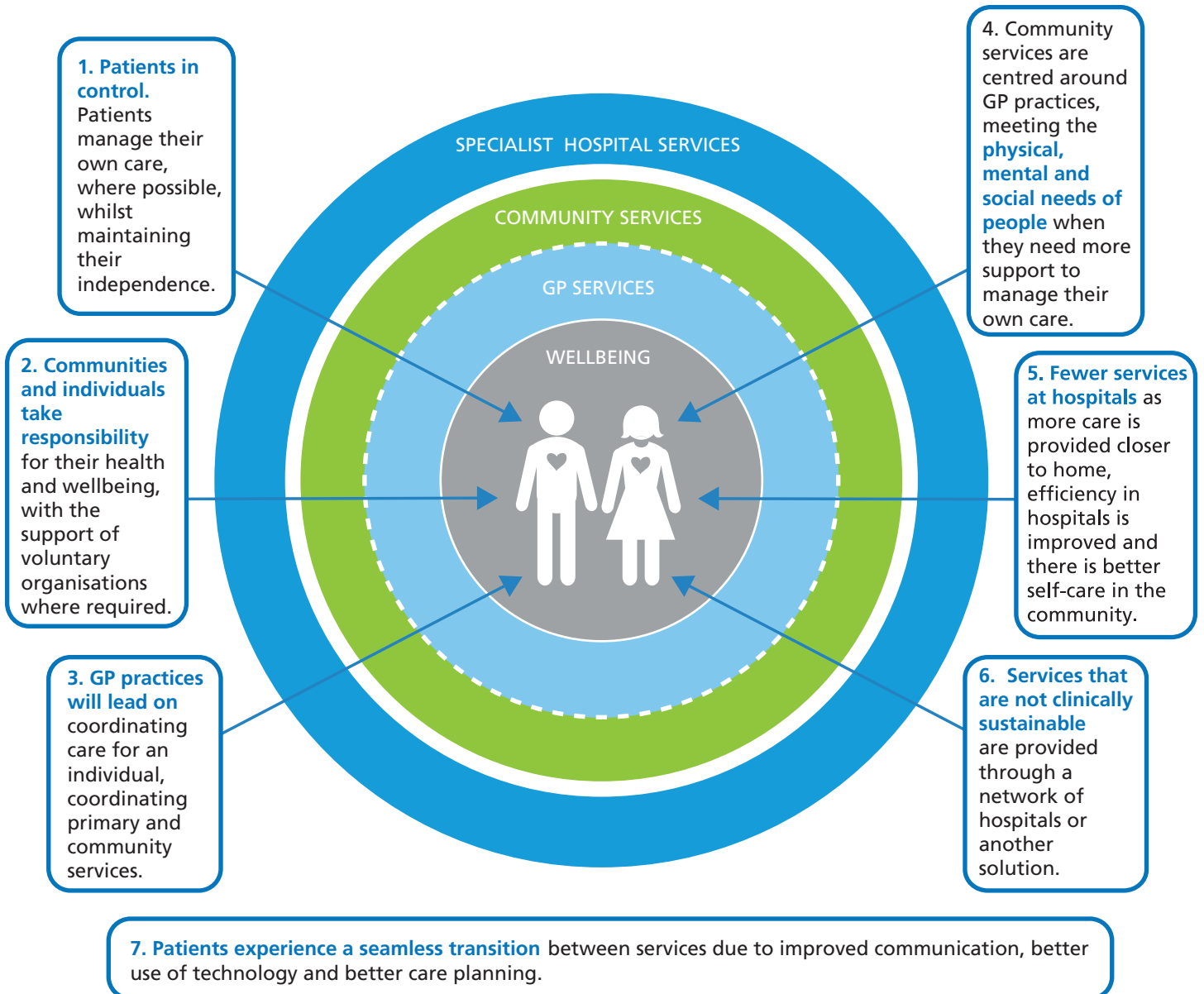
Give more people a positive experience of care outside hospital - by improving the experience our patients have of services in the community, we hope to increase positive feedback about these services.

We will ensure that improvements in these areas are measurable and have specific targets in place for each ambition.



Our future model of care

Our future model of care is built around the needs of the patient population, providing support for individuals to look after their own health and wellbeing, whilst improving access to services that are closer to home, backed up by smaller-scale, specialist hospital services. This is described in the diagram below:



Our work programme

In order to turn our vision into reality, we will establish six programmes of work. We are committed to working in partnership and are determined that the patient and public voice is heard throughout our transformation programme.

1. Enabling patients to manage their own health

- Health and wellbeing will become everyone's responsibility. We will develop ways to support people in taking responsibility for their own health, empowering them to care for themselves at home, where appropriate and to make lifestyle choices to prevent ill-health.
- We will help patients to manage their own long term conditions, without unnecessary hospital care.

2. The future of primary care

- The majority of healthcare will be delivered out of hospital and close to people's homes.
- Primary care teams will guide and coordinate a patient's care at every stage. Professionals from across health and social care will work together to provide care that is tailored to the individual needs of the patient.
- By working together we will keep people healthy and happy in their own homes and communities for as long as possible. This approach means going into hospital or being admitted to a care home should be planned and in line with a patient's needs.

3. Integrating health and social care

- Clinicians and professionals will work together as one team across health and social care, with services available seven days a week. This will reduce duplication and ensure a patient's care is coordinated more effectively. The patient's experience should be of a seamless transition throughout their care.

4. Urgent and emergency care

- By changing the way care is provided in the community, the majority of health conditions will be treated out of hospital. Therefore, people will only use urgent and emergency care services when necessary.
- This approach will allow emergency care services to focused on providing high quality services to treat more complex health conditions in hospital.

5. Improving planned hospital care

- We will improve our processes and use technology to ensure people are seen by the right clinician, at the right time. Where possible, care will be provided in the community.
- Specialised services will be offered in small number of hospitals, to provide safe, effective services whilst ensuring there is sufficient capacity to meet demand for these services.

6. Value and efficiency

- We will work to ensure that our services are run efficiently and that services provide value for money.
- We will support competition amongst healthcare providers, offering patients choice and encouraging improvements in the quality of services which meet local needs.

Next steps

We have committed to improving the lives of our local populations through transforming our local health and care services.

As we move this work forward, we will:

- Be transparent and accountable throughout our work
- Involve patients and the public at every stage
- Work in partnership across health and social care
- Aim to meet the health needs of our populations
- Improve the quality and sustainability of services

Contact us

We are interested in your views on our plans or from hearing from you if you are interested in being actively involved in this work. Get in touch with your local CCG using the contacts details below:

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