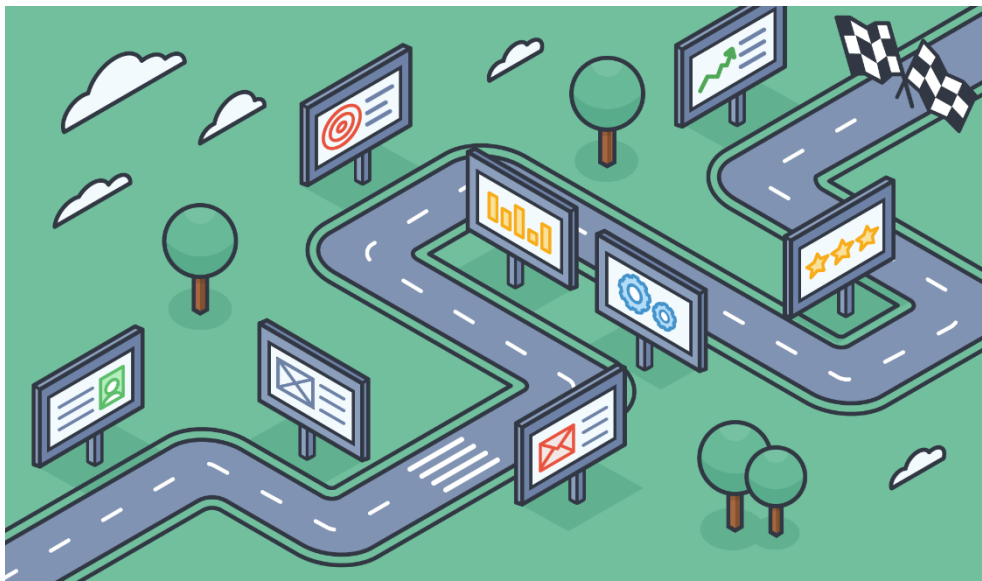


Warwickshire County Council's Approach to Progressing the Integration of Health and Care



October 2019

‘One Health and Care Partnership, Two Health and Wellbeing Boards, Three Outcomes, Four Places’

This document sets out Warwickshire County Council's (WCC) commitment and strategic approach to working with our partners to deliver an integrated health and social care system. We already have a solid foundation of integrated working arrangements that we are seeking to further build upon and strengthen for the benefit of Warwickshire people (see Appendix 1).

Our ambition is to support the delivery of Warwickshire's Health and Wellbeing Strategy (see Appendix 2) and the Coventry and Warwickshire Strategic Five-Year Health and Care Plan 2019/20 - 2023/24 and to realise our joint commitments as outlined in the Coventry and Warwickshire Health and Wellbeing Concordat. The commitment to integrate health and social care was endorsed by WCC members in a public interest debate in February 2018.

Our collective vision is that:

‘We will do everything in our power to enable people across Coventry and Warwickshire to pursue happy, healthy lives and put people at the heart of everything we do’

We believe that each of our residents deserves to:

- ***Lead a healthy, independent and fulfilled life***
- ***Be part of a strong community***
- ***Experience effective and sustainable health and care services***

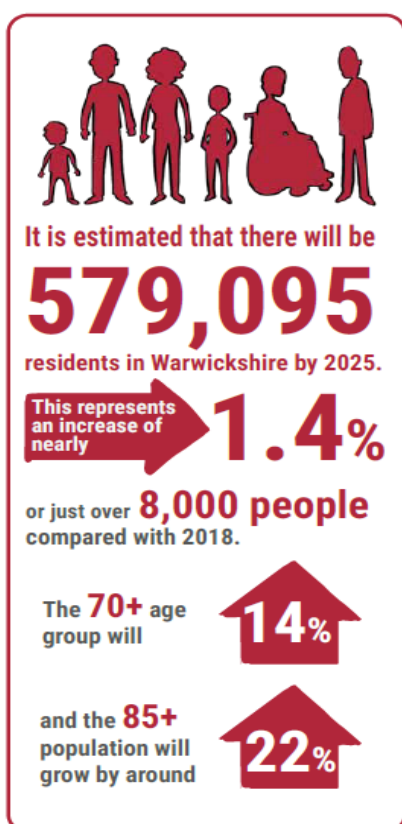
To underpin this vision, Coventry and Warwickshire are committed to a Population Health approach and;

‘...improving the physical and mental health outcomes and wellbeing of people within and across a defined local, regional or national population, while reducing health inequalities. It includes action to reduce the occurrence of ill health, action to deliver appropriate health and care services and action on the wider determinants of health. It requires working with communities and partner agencies’ Kings Fund, [A Vision for Population Health](#), November 2018

Understanding the Need of our Population

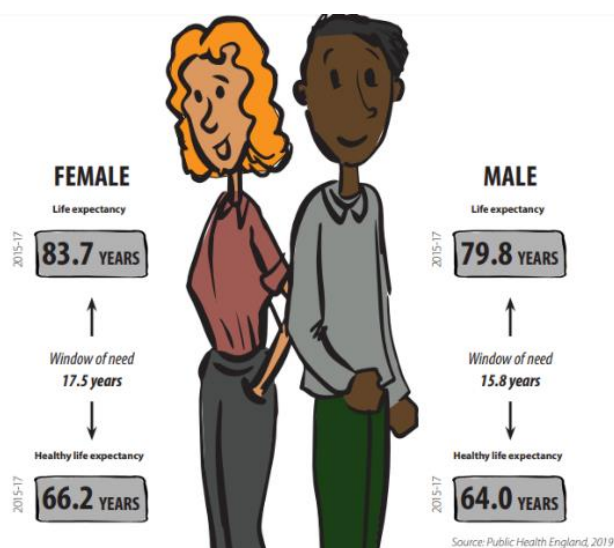
Warwickshire has developed a place-based approach to understanding the county's health and wellbeing needs through the [Joint Strategic Needs Assessment](#) (JSNA). This reflects both national policy direction towards population-based health and care systems and a sub-regional move in both Coventry & Warwickshire towards a place-based approach.

The JSNA is a vehicle for engaging and involving local communities, partners and stakeholders to obtain in-depth understanding of the needs and assets of geographical areas to inform strategies and plans for enhancing community resilience and service delivery at a local level.



Our Warwickshire population is growing; ageing; becoming more diverse; increasingly taking on caring responsibilities and is generally considered to be healthy.

Within our population there is significant variation in health and care outcomes between genders, ethnic groups and communities with pockets of deprivation and inequality. Our JSNA is magnifying these variations and these are a focus for system and place plans.



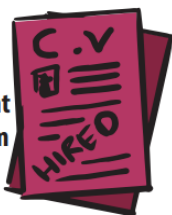
Our Customers

All citizens of Warwickshire are our customers as the Council is responsible for commissioning and delivering a broad range of services including adult social care, children's health and social care and public health.

Public health

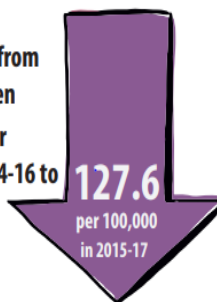
Warwickshire County Council commissions a wide range of public health services; including sexual health, drugs and alcohol services, health visiting and school nursing, physical activity and wider functions that impact on health and wellbeing. There have been improvements in core areas of public health and in some of the wider determinants that affect health, including the following areas:

The percentage of people aged 16-64 who are in employment has increased from **79.5%** in 2017 to **80.2%** in 2018



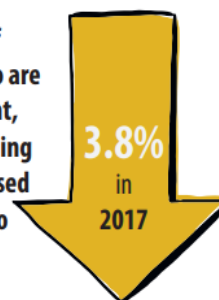
The under 75 mortality rate from cancer has fallen from **131.0** per 100,000 in 2014-16 to **127.6** per 100,000 in 2015-17

(England 134.6)



The percentage of young people who are not in employment, education or training (NEET) has decreased from **6%** in 2016 to **3.8%** in 2017

(England 6%)



The percentage of pupils achieving a GCSE at grade 9 to 5 in Maths and English has increased from **48.1%** in 2016/17 to **48.7%** in 2017/18

(England 43.5%)

Under 18s conception rate has fallen from 18.7 per 1,000 in 2016 to **17.5** in 2017



17.5 in 2017

(England 17.8)

The percentage of people aged 16-64 who are in employment has increased from **79.5%** in 2017 to **80.2%** in 2018

(England 75.6%)



Warwickshire continues to face a number of public health challenges, including the following:



10.1% of women smoking in pregnancy (2017/18)

(England 10.8%)
(national target 6% or less by 2022)



118.3 per 10,000

children aged 0-14 years admitted to hospital for unintentional/deliberate injuries (2017/18)

(England 96.4)



49.6 per 100,000

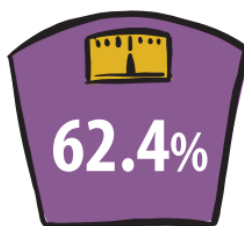
under 18s are admitted for alcohol specific conditions (2015/16-17/18)

(England 32.9%)



The mortality rate from suicide is **11.3 per 100,000** (2015-17)

(England 9.6)



62.4%

of adults are classified as overweight or obese (2017/18)

(England 62.0%)

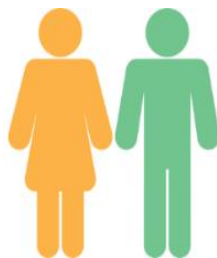
14.1% of adults smoke (18 years and over) 2018



(England 14.4%)

Adult Social Care

Warwickshire County Council commissions services for around 12,000 adults during a year, with an average of 6,800 individuals receiving a service at any given time. Of those 6,800 the majority are people aged 65+ receiving a range of services from advocacy and reablement to residential and nursing care. On an average day WCC commissions care for around 1,900 people in a residential or nursing setting, and around 4,000 people in a long-term community setting. The remainder are in low level services.



WCC commissions services for around **12,000** adults during a year, an average of which **6800** receive a service at any time (the majority of which are **aged 65+**)



WCC commissions care for (on average) around:

- **1900** people in a residential or nursing setting
- **4000** in a long term community setting

(the remainder are in low level services)

In 2018/19 Warwickshire was slightly behind the national average of 28.4% community service users receiving a direct payment, with an outturn of 27%. WCC's score of 591.25 individuals aged 65+ admitted to residential care was closer to the national average of 585.6. Warwickshire saw 11.6% people with a learning disability of working age in paid employment, compared to the national average of 6%.

Warwickshire's delayed transfers of care (DTOC) performance is currently ranked 78th best out of 151 Local Authorities for Jun-19 (roughly in the middle). However, Warwickshire Social Care DTOC performance is 65th best for the same period (almost in the top 3rd of Local Authorities). This represents a significant improvement from June 2017 when Warwickshire Social Care DTOC performance was ranked in the bottom 20.



In 2018/19, an outturn of **27%** community service users received a **direct payment** (national average 28.4%). WCC's score of **591.25** individuals **aged 65+** admitted to residential care was closer to the national average of 585.6



11.6% people with a **learning disability** of working age in paid employment

(National average was 6% in 18/19)



WCC completes around

- 256 new assessments
- 493 planned reviews
- 50 unplanned reviews

1080 people £

(on average) receive a **direct payment**, with under 60 people aged 65+ admitted to a residential care setting, in addition to four younger adults



Warwickshire's delayed transfers of care (DTOC) performance ranked **78th** out of 151 LAs, with **Social Care** DTOC ranked **65th** (June 19).

This is a **significant improvement** from June 2017 when it was ranked in the bottom 20.

Each month Warwickshire completes around 256 new assessments and 493 planned reviews, with an additional 50 unplanned reviews. An average of 1080 people receive a direct payment, and just under 60 people aged 65+ are admitted to a residential care setting - in addition to four younger adults.

Children's Social Care

Warwickshire County Council provides support to an average of 8000 children/young people in need during a year, with an average of 3700 children/young people open to the service at any given time. Of those 3700 around 720 are children in care, 350 children are subject to a child protection plan and 400 are aged 18+ but receiving support from our leaving care service.



WCC support on average **8000** children/young people in need during a year, an average of which **3700** are open at any time

Of those



3700

720 are children in care
350 children are subject to a child protection
400 are aged 18+ but receiving support from our leaving care service.



2000

contacts received, with Initial Response assessing whether **500** children/young people then require a service

The Multi-Agency Safeguarding Hub receives contacts about an average of 2000 children/young people a month with 500 children/young people then having an assessment completed by initial response to assess whether they require a service.

Around 50% of our children in care are placed with a carer approved by our internal fostering service with around 35% placed in commissioned placements such as agency fostering, residential care or supported accommodation. The remaining 15% are placed for adoption or placed with parents. Warwickshire has a slightly higher rate of unaccompanied asylum seeking children placed in care than is seen nationally or regionally, 10% compared to a national rate of 6% and a regional rate of 5%.



10%

Unaccompanied Asylum Seeking Children in Warwickshire

(National 6%; Regional; 5%)



15%

are receiving a service from the Children with Disabilities Team

300

direct payments (on average) are paid to families to support these children



Around 15% of children open to children's social care at any given time are receiving a service from the Children with Disabilities Team. On average around 300 direct payments are paid to families to support children with disabilities.

A Focus on People and Place

Through further integration we want:

- People living in all areas of Warwickshire to be healthier; supported by services which emphasise the importance of wellbeing and maintaining good health.
- Communities to become stronger, with local people developing their own support networks and having a role in planning the services they need.
- Care and support for those in need to be delivered by teams of staff working seamlessly across different sectors, so that support can be provided as effectively and efficiently as possible.

We will:

- **Prioritise prevention:** We will tackle the causes of health-related problems to reduce the impact of ill-health on people's lives, their families and communities. We will ensure that our citizens know the preventative and early intervention services and information offer; supporting them to access through effective social prescribing routes. We will refocus our efforts to reduce lifestyle risks that cause harm to our health, and ensure we promote wellbeing at the core of our offer. We will continue to monitor for health threats, working with our partners to create environments that promote and protect health and wellbeing. We will seek to be make better use of health and wider determinants data, making prevention more proactive and personalised, reducing health inequalities and narrowing the gap between the least and most affluent areas of the County.
- **Strengthen communities:** We will support strong and stable communities. We will listen to residents to understand what they want from the services and encourage them to lead change themselves. Public health provides input into the Health and Wellbeing Partnerships and we will continue to leverage on these relationships to strengthen communities.
- **Co-ordinate services:** We will work together to design, commission and deliver services which take account of the complexity of people's lives and their overlapping health and social needs. We will focus on the best way to achieve good outcomes for people, reducing the number of interactions people have with our services and avoiding multiple interventions from different providers. We will inform the commissioning and transformation of health and care services through the Health and Care Partnership.
- **Share responsibility:** We will maintain partnerships between the public sector, voluntary and community sector, local businesses and residents, recognising that we share a responsibility to transform the health and well-being of our communities and tackle inequalities. We will pool resources, budgets and accountabilities where it will improve services for the public.

Our Finances

With over £1.2 billion currently invested in the Warwickshire health and care system we need to ensure that our ambitions to integrate health and social care are affordable and sustainable and making best use of collective resources. There will be times when we need to make difficult decisions, but there is commitment in these instances to listen to the views of local people and our staff and ensure transparent processes for making decisions.

A Focus on Outcomes

The collective vision described above is fully aligned to the WCC Draft Plan 2020-2025 with the following strategic outcomes and objectives.

Strategic Outcome - Warwickshire's Communities and Individuals are supported to be safe, healthy and independent

Our Strategic Objectives:

- Support our most vulnerable and disadvantaged children reducing the need for children to become, or remain, looked after.
- Support the most vulnerable & disadvantaged adults in Warwickshire to enjoy life; achieve & live independently.
- Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long-term health care.

Our Integration Commitments

We will work actively with our partners to progress integrated commissioning and delivery arrangements as part of an integrated health and care system. To underpin this we will focus on:

- The Warwickshire place as well as the three places within it (South Warwickshire, Rugby and Warwickshire North) - we will always consider the offer to the Warwickshire citizen with an emphasis on responding to need and reducing inequalities.
- Benefits for people - we will progress integrated arrangements, and utilise council assets for mutual benefit, where there is evidence it will improve the service offer, experience and/or outcomes for the people of Warwickshire; especially those who are vulnerable.
- System/Sector benefit – we will consider integrating arrangements, including delegating some of our functions to partners to deliver or taking on lead responsibilities, where there is a clear benefit to the system.
- Organisational benefit – we will consider integrating arrangements and utilising council assets for mutual benefit where this will deliver a more efficient and effective service offer.

- Financial sustainability – we will consider integrating arrangements that will deliver a financial saving or contribute to the management of financial risk.

To support delivery of our approach we will prioritise the following activity up to March 2021:

Focus on early intervention, prevention and self-care:

- Clarifying our approach and priorities for early intervention, prevention and self-care to focus and harness resources and reduce the need for targeted and specialist support. In particular - ensuring that our citizens know the preventative and early intervention services and information offer, supporting access through effective social prescribing routes; refocusing our efforts to reduce lifestyle risks that cause harm to our health and ensuring we promote wellbeing at the core of our offer; continuing to monitor for health threats; working with our partners to create environments that promote and protect health and wellbeing; and seeking to be make better use of health and wider determinants data, making prevention more proactive and personalised and reducing health inequalities.
- Building a legacy from the Year of Well-being delivering a refreshed and proactive programme of prevention, wellbeing and inclusion activities with clear benefits tracking.
- Developing digital solutions to enable access to self-help information and community support. This includes a refresh and re-launch of the online community information and advice platform to enable people to access community assets and promote self-care.
- Work in partnership with the voluntary, community and independent sector to support integration activity including facilitating effective and meaningful dialogue between the council, residents and this sector to ensure appropriate involvement in the design, delivery, ongoing transformation and continuous improvement of public services.

A joint focus on strengths and relationships:

- Implementing a way of working that starts with strengths and focuses on how people and communities can use their own skills, resources, relationships and networks (assets) to be the experts of and in charge of their own lives.
- Re-designing our approach to shaping the market to ensure it supports our approach to strengths and relationships, commissioning for outcomes and our integration agenda.

Integrating commissioning arrangements and pooling resources across health and social care:

- Actively engaging with health and social care commissioners to develop and implement integrated commissioning arrangements for: children and family services (including children with mental health issues and special educational needs and disabilities), younger adults with mental health issues and disabilities and older people.

- Designing our all age strategic commissioning function to focus on prevention, stop escalation of need, support strategic and place-based commissioning and delivery and enable future integration opportunities.
- Developing an overarching Section 75 to underpin all integrated commissioning arrangements in Warwickshire.

Integrating service delivery and improve co-ordination of services across health and social care:

- Aligning our service delivery with the NHS footprint where there is a benefit to Warwickshire residents.
- Considering the potential use of council buildings and assets to support the delivery of integrated health and care provision.
- Using the Education, Health and Care Plan as the single integrated plan for children with special educational needs and disabilities.
- Actively contributing to the development of integrated digital solutions to improve the customer service and experience with specific focus on the development of shared care records.
- Delivering simple systems and processes to eliminate duplication and improve the customer experience.
- Actively engaging with health and care commissioners and the Provider Alliance to develop integrated delivery arrangements for: children services (including children with mental health issues and children with special educational needs and disabilities), younger adults with mental health issues and disabilities and older people.
- Actively contributing to the design and implementation of the Coventry and Warwickshire maternity and paediatric delivery model.

Appendix 1 - Warwickshire Joint Working Arrangements, August 2019

Appendix 1 - Warwickshire Joint Working Arrangements, August 2019

Health and social care partners within Warwickshire have developed a variety of joint working arrangements. Here are some examples.

WCC have joint commissioning arrangements in the following areas...

Children and adults with learning disabilities and/or autism across Coventry and Warwickshire.

Section 75 agreement with South Warwickshire Foundation Trust (SWFT) for discharge to assess

Commissioning of integrated community equipment services on behalf of the 3 CCG's

Partnership commissioning arrangement with NHS England Specialised Commissioning for Sexual Health/HIV treatment

Supporting the Out of Hospital Collaborative with a jointly funded Lead Commissioner and Public Health consultant (with SWCCG)

Section 75 agreement with South Warwickshire CCG (SWCCG) and Warwickshire North CCG (WNCCG) for residential/nursing care

Children's Mental Health and Emotional Well-being commissioning with a pooled budget and joint posts

Lead commissioner for Oral Health Promotion and Dental Epidemiology services

Section 75 in place for the delivery of Mental Health Services across Coventry and Warwickshire Partnership Trust (CWPT) and WCC.

Joint Funding Panels...

Arden TCP fair share agreement

Better Care Fund and Adult Social Care Winter Fund (winter pressures grant)

Joint Protocols - agreement with regards to the joint funding of individual children placed in out of area residential

PH Consultant Individual Funding Requests (IFRs)

WCC are lead commissioner for...

Advocacy services on behalf of the CCG's and CCC across Coventry and Warwickshire

Joint contract with Coventry and Rugby CCG for the Community TB Service

The Mental Health Helpline, working with CRCCG and CWPT to provide provision across Coventry & Warwickshire

Care at home, supported living, live in care and complex clinical care services on behalf of social care and the 3 CCG's.

Safe Haven service for people experiencing mental distress, on behalf of the Health and Care Partnership for Mental Health

Joint Partnerships WCC are members of...

The Arden Learning Disability and Autism Transforming Care Partnership (TCP)

Warwickshire Cares Better Together Programme (Better Care Fund),

Local Health Resilience Partnership

Health Protection Committee

Health and Wellbeing Partnerships in each 'Place' bringing together partners from WCC, Borough/District Councils, commissioners, providers and the community and voluntary sector

Year of Wellbeing Programme across Coventry and Warwickshire with a joint manager.

Joint Funding Arrangements...

Arden TCP fair share agreement

Better Care Fund & Adult Social Care Winter Fund (winter pressures grant)

Joint Strategies & Workstreams...

Joint strategy for people with learning disabilities

Multi-agency Warwickshire Suicide Prevention Strategy

Living Well with Dementia in Warwickshire strategy

Coventry and Warwickshire Health Protection Strategy

Community Resilience programme CWH&CP Mental Health and Emotional Wellbeing

Health and Wellbeing workstream of the LMS

Clinical Design Authority of the CWH&CP

Improved Better Care Fund (IBCF)

Hospital Social Prescribing offer

CRESS service - emergency support for Carers

Trusted Assessor role with timely care home assessments

Autism Outreach for adults

Autism Outreach for Children and Families and Adults

Parent Infant Mental Health Strategic Plan, and Creative Health Alliance

Joint Adult Carers Strategy

Coventry and Warwickshire Health and Care Partnership

Red Bag Scheme - for older people in care homes being admitted to hospital

Proactive and Preventative Care workstream

Planned Care stream of the CWH&CP

Hospital to Home on behalf of the acute hospitals

Warwickshire Health and Wellbeing Strategy

Maternity and paediatrics programme

Street Triage Warwickshire North pilot

Hospital Advocacy Support

Quality Assurance...

Shared approach with WNCCG and SWCCG for the quality assurance of residential and nursing home provision

Shared quality assurance dashboard collates and displays key quality information

Multi-agency Service Escalation Panel that includes local CCG's

Joint Training...

Fully funded learning opportunities for social care providers

Training programmes for Making Every Contact Count (MECC), Health Champions and MECC plus

Establishing a joint apprenticeships hub

Community resilience programme training to support the mental health and wellbeing programme

Market Management...

Partnership with the 3 CCGs on aligning annual inflation for commissioned service.

Partnership with the 3 CCGs on the development of annual Market Position Statements

Partnership approach to market shaping with the 3 CCGs through the Accommodation with Support Board

Our Current Health and Wellbeing Strategy

1. Promoting independence for all, to prevent ill-health, disability and dependence on services. Priorities include:

- Children and young people
- Physical wellbeing
- Mental health and wellbeing
- Older people

2. Community Resilience, people support each other and feel able to influence decisions.



3. Integration and Working together, including:

- Support people to be healthy & independent
- Improve partnerships across wider social determinants of health

The Health and Wellbeing Strategy, led by the Health and Wellbeing Board, provides a county-wide approach to improving local health and social care, public health and community services, to address the wider determinants of health, reduce health inequalities and strengthen our communities. It has a statutory responsibility to understand current and future health and social care needs through the JSNA, to promote partnership working and integration, and improve commissioning and delivery of services. The 2018 refresh of the Health and Wellbeing Strategy reflects progress made since 2014 and responds to the rapidly changing context for health and social care. The Strategy is aligned to the work of the joint Coventry and Warwickshire Health and Wellbeing Boards (the 'Place Forum') with a greater focus on prevention, a better understanding of local needs, and a more integrated approach to health and care across partners.

It is positive that health and wellbeing has improved in many areas across Warwickshire over the lifetime of the Health and Wellbeing Strategy from 2014 and generally health in Warwickshire is good compared to the England average. People live longer for both males (79.9 years) and females (83.6 years), on average. Annual reviews have reflected the breadth of improvements made with partners across the health and care system. We now have fewer children living in low income families, more children achieving a good level of development at the end of Reception, more young people achieving GCSEs and in education, employment or training, fewer young people are entering the justice system, and fewer teenage conceptions. More adults are keeping physically active, fewer people are smoking, delays during transfers of care have reduced, and more people are staying at home after being discharged from hospital. More service users feel they have control over their lives, and report it is easier to find information about support.

However, there is much more to be done. In line with the national trend, life expectancy is starting to reduce and people are spending more years in poor health - on average 14 years for men and 17 years for women. The gap is more pronounced for residents living in the most deprived parts of the county with significant opportunities to intervene in the "window of need". All these issues impact on families and workplaces and put pressure on health and social care services. Our aim must be to narrow that gap so that Warwickshire residents live most, if not all, of their lives in good health, and focus on prevention, early intervention and self-care to help people stay healthier for longer.

The Strategy will be refreshed for 2020-25 underpinned by evidence from the JSNA, and to align with the Coventry and Warwickshire Health and Care Plan and the joint Concordat.