

# Coventry and Warwickshire Integrated Health and Wellbeing Forum

13 October 2022

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# Welcome to the first meeting of Coventry and Warwickshire Integrated Health and Wellbeing Forum

Cllr Kamran Caan, Chair of Coventry Health and Wellbeing Board  
Cllr Margaret Bell, Chair of Warwickshire Health and Wellbeing Board; and  
Danielle Oum, Chair of Coventry and Warwickshire Integrated Care System

# Session aims

- *Reconnect as an integrated forum face to face*
- *Update on recent changes to our system and reflect on our role in relation to our current context.*
- *Take an active role in engaging in the development of the C&W Integrated Care Strategy and contribute to identifying what is most critical*
- *Building on the successes of your work to date, identify your shared ambition for the ICS and the opportunities this presents*

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# Agenda

Timings	Agenda item	Led by
09.00	Welcome and introduction	Cllr Bell, Cllr Caan and Danielle Oum
09.10	Session aims	NHS Elect
09.15	Where are we now as an ICS?	Kirston Nelson, Nigel Minns, Phil Johns
09.30	Developing the Integrated Care Strategy	Danielle Oum and Liz Gaulton, with group work led by NHS Elect
10.30	Coffee break	
10.40	Our ambitions for the future – how can we support the implementation of the Integrated Care Strategy?	Group work led by NHS Elect
11.20	Next steps and close	NHS Elect, Cllr Caan and Danielle Oum
11.30	Close	

# Where are we now as an ICS?

Kirston Nelson, Nigel Minns, Phil Johns

# Our four key aims

- **Improve outcomes** in population health and healthcare
- **Tackle inequalities** in outcomes, experience and access
- **Enhance productivity** and value for money
- **Help the NHS support broader social and economic development.**

## Our Vision

'We will enable people across Coventry and Warwickshire to start well, live well and age well, promote independence, and put people at the heart of everything we do'



Enabling everyone to keep well by making healthy choices and providing services that help prevent illness, promote wellbeing and reduce health inequalities.



Working together to tackle the underlying causes of illness, build community resilience, and ensure everyone has access to jobs, secure housing and feels connected to people around them.



Providing the best possible care within available resources as close to home as possible and joined up around the people and communities we serve.



Using technology to improve health and care including a single electronic care record and providing people with digital access to advice and support.



Valuing our staff by enabling them to work flexibly, investing in their development, and working to increase diversity in leadership teams.

## How we will do this



Working together to improve population health



Developing strong partnerships



Establishing integrated care providers in each place



Strengthening partnerships between care providers



Seeking and acting on feedback from citizens and staff



Recruiting and developing leaders and staff to realise this vision

# Foundations

- Formal Establishment of the ICB and the ICP on 1 July
- **ICB Board**
  - 5 Non Executive Members appointed
  - 1 Partner Member for Primary Medical Services in recruitment stages
  - Agendas of the Board organised around the 4 aims of the ICS
  - August session on risk, October session planned on Board development
- **Integrated Care Partnership (ICP)** – a Joint Committee of the ICB and Warwickshire CC & Coventry CC
  - Inaugural Meeting on 26<sup>th</sup> focused on ambition, purpose and alignment
  - Deputy Chairs – HWBB Chairs
  - Good membership that is still evolving
  - Developed Principles of working based on the established concordat
- **C&W Integrated Health and Wellbeing Forum (previously Place Forum)**
  - ICP and HWBB Members from C&W and key partners
  - Key forum for engagement and system leadership around the wider HWB agenda
  - Advisory role for the ICS and community voice from across C&W

## Working arrangements

*We will work together in alliance with each other, operating with mutual respect and accountability*

*We will design systems which are easy for everyone to understand and use*

*We will agree a common set of outcomes to be delivered*

*We will streamline system governance to enable decisions to be taken at scale and pace*

*We will make evidence-based commissioning decisions focused on the best way to achieve good results*

*We will learn from others and from our own experiences.*

# Our ICP Principles

Championing better health for everyone

Providing strategic leadership

Prioritising prevention

Strengthening and empowering communities

Championing integration and co-ordinating services

Sharing responsibility and accountability

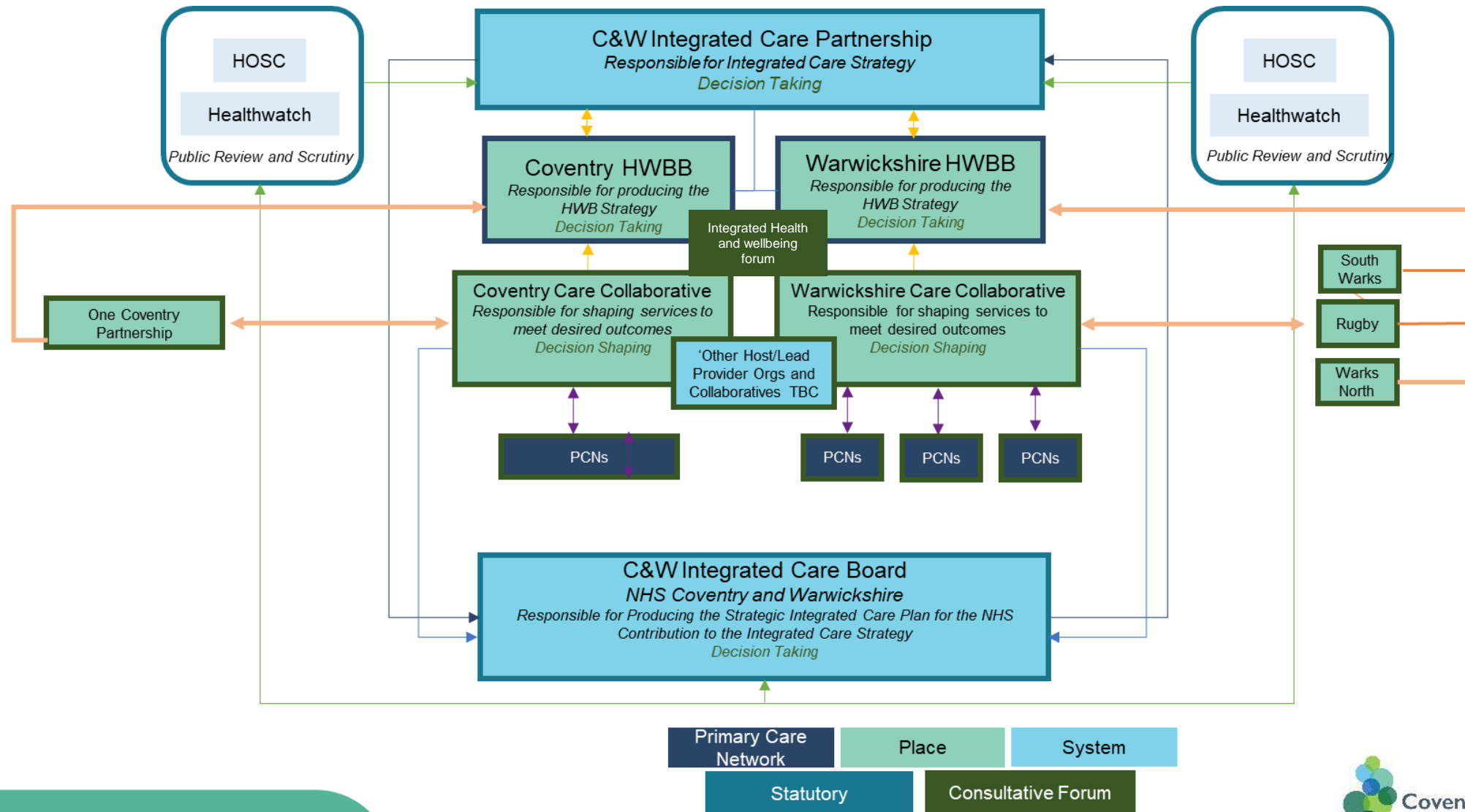
Engaging, listening and learning



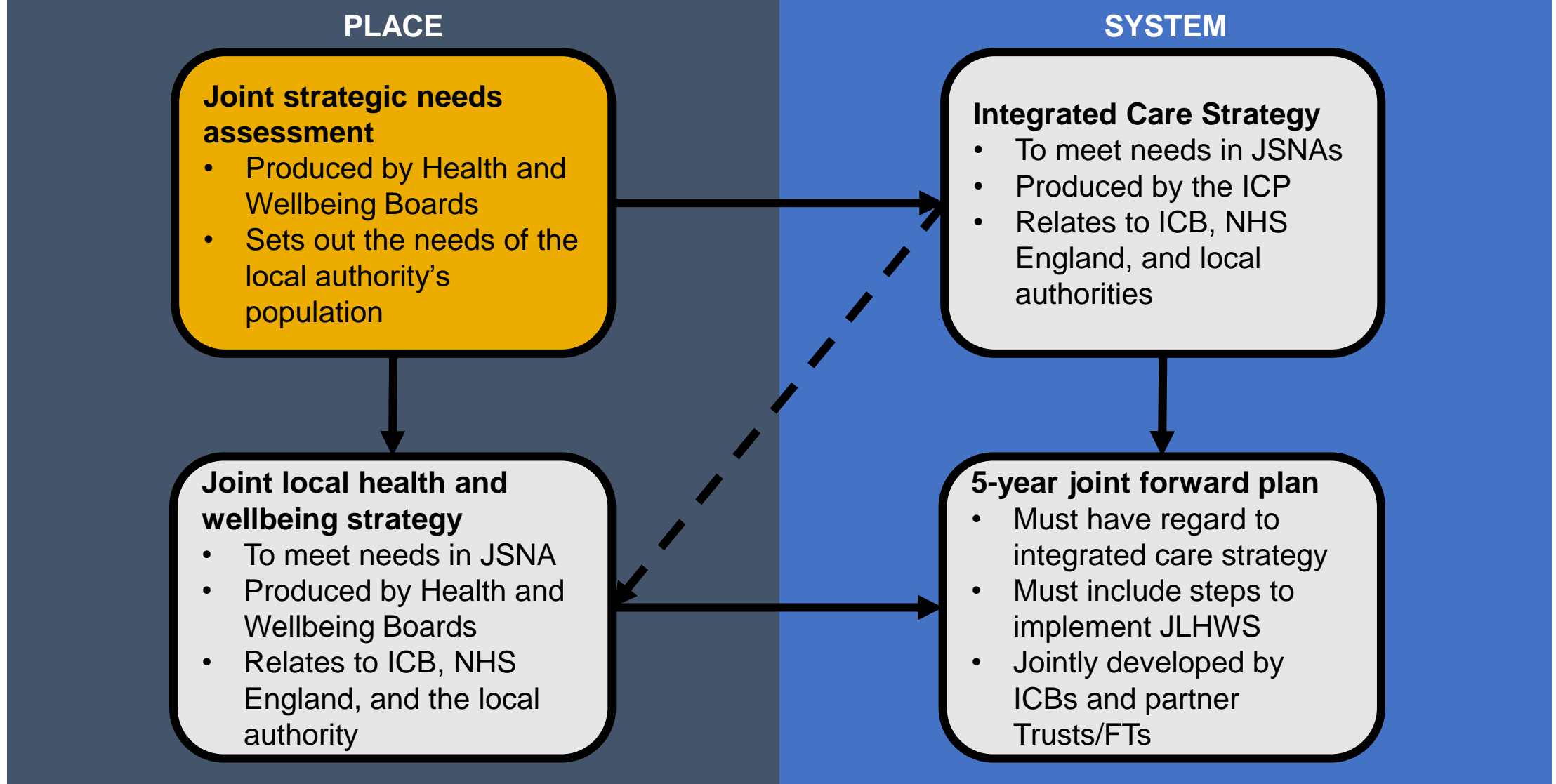
# Our ICP Principles

Principles	What this means
<b>Championing better health for everyone</b>	<ul style="list-style-type: none"> <li>We will champion better, patient-centred, care for everyone and support subsidiarity throughout the system and putting people at the heart of decision making.</li> </ul>
<b>Providing strategic leadership</b>	<ul style="list-style-type: none"> <li>We will provide collective strategic leadership for the ICP, aligned to and driven by the four key aims of ICSs.</li> <li>We will lead with a strong, collective, moral purpose.</li> </ul>
<b>Prioritising prevention</b>	<ul style="list-style-type: none"> <li>We will tackle the causes of health-related problems to reduce the impact of ill-health on people's lives, their families and communities.</li> <li>We will seek to address the root causes of problems, listening to local people's priorities and acting on their concerns.</li> </ul>
<b>Strengthening and empowering communities</b>	<ul style="list-style-type: none"> <li>We will support strong and stable communities.</li> <li>We will support the voice of communities and people in the planning and delivery of the services they need.</li> <li>We will ensure our work is connected to the communities we serve.</li> </ul>
<b>Championing integration and co-ordinating services</b>	<ul style="list-style-type: none"> <li>We will work together to design services which take account of the complexity of people's lives and their over-lapping health and social needs.</li> <li>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.</li> <li>We will champion care for those in need being delivered by teams of staff working seamlessly across different sectors, so that support can be provided as efficiently and effectively as possible.</li> </ul>
<b>Sharing responsibility and accountability</b>	<ul style="list-style-type: none"> <li>We will treat each other with respect and equality and value the distinct contributions made by all the organisations that are part of the ICP.</li> <li>We will maintain partnerships between the public sector, voluntary and community sector, local businesses and residents, recognising that we share responsibility to transform the health and well-being of our communities.</li> <li>We will pool resources, budgets and accountabilities where it will improve services for the public.</li> </ul>
<b>Engaging, listening and learning</b>	<ul style="list-style-type: none"> <li>We will actively engage the people and communities of Coventry and Warwickshire on the strategic work of the ICP.</li> <li>We will foster a culture of engagement, learning and sharing across the ICS.</li> <li>We will engage with, listen to and learn from the expertise of professional, clinical, political and community leaders at the forefront of the ICP's strategic thinking and help promote strong clinical and professional system leadership.</li> </ul>

# The evolving structure of our ICS



# ICS strategies and plans



Place Forum was established in Dec 2017 and set a vision and principles for how the health and care system across Coventry and Warwickshire works together.



# The last six months

- Our new ICB has approved:
  - Health Inequalities Strategic Plan
  - Population Health Management Roadmap
  - Communities Strategy
- We've had a big conversation about our system-wide workforce and will be publishing our One People Plan this autumn
- We're finalising our ambitious system-wide Digital Transformation Strategy
- We've continued to promote workforce wellbeing and community wellbeing initiatives through Wellbeing for Life
- Coventry and Warwickshire Anchor Alliance Development Group has reframed commitments through a new proposed model
- We have been working together across the system to tackle the Cost of Living crisis and develop our approach to Levelling Up.





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# Developing the Integrated Care Strategy

Danielle Oum and Liz Gaulton

# Working together to improve the health and wellbeing of our people



Integrated Care Strategy development





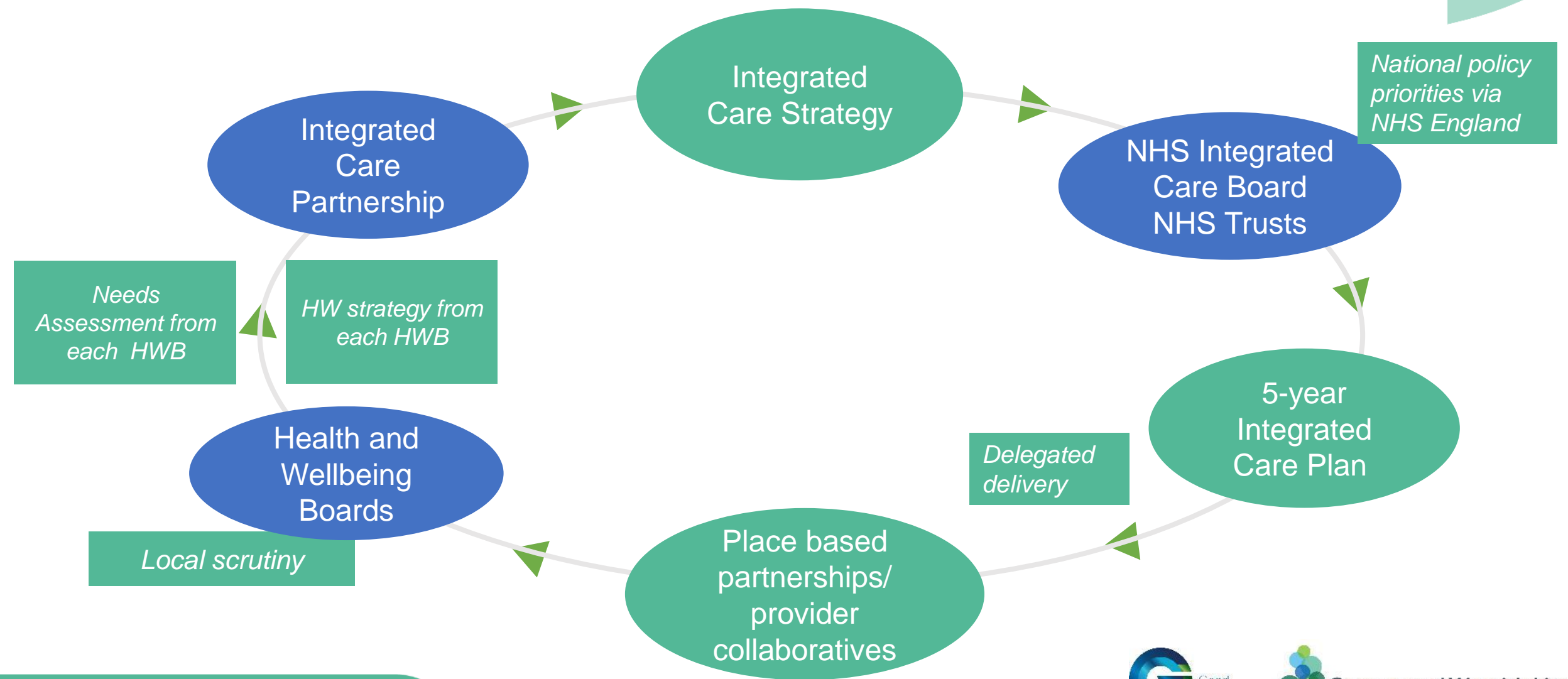
# Planning for the future

- By April 2023 Coventry and Warwickshire Integrated Care System must have developed:
  - An **Integrated Care Strategy**, developed by the Integrated Care Partnership based on local health and Wellbeing Strategies
  - A 5 year **Integrated Care Plan**, developed by the Integrated Care Board, which responds to the Strategy and outlines how we will address the aims of the Integrated Care Strategy
- Involvement of our communities and stakeholders is vital to ensure people are at the heart of our strategy and planning

## Our ICP Principle of Engaging, Listening and Learning

- We will actively engage the people and communities of Coventry and Warwickshire on the strategic work of the ICP.
- We will foster a culture of engagement, learning and sharing across the ICS.
- We will engage with, listen to and learn from the expertise of professional, clinical, political and community leaders at the forefront of the ICP's strategic thinking and help promote strong clinical and professional system leadership.

The strategy will inform the Integrated Care Board's 5 year plan & both build on and influence partner and place plans & strategies



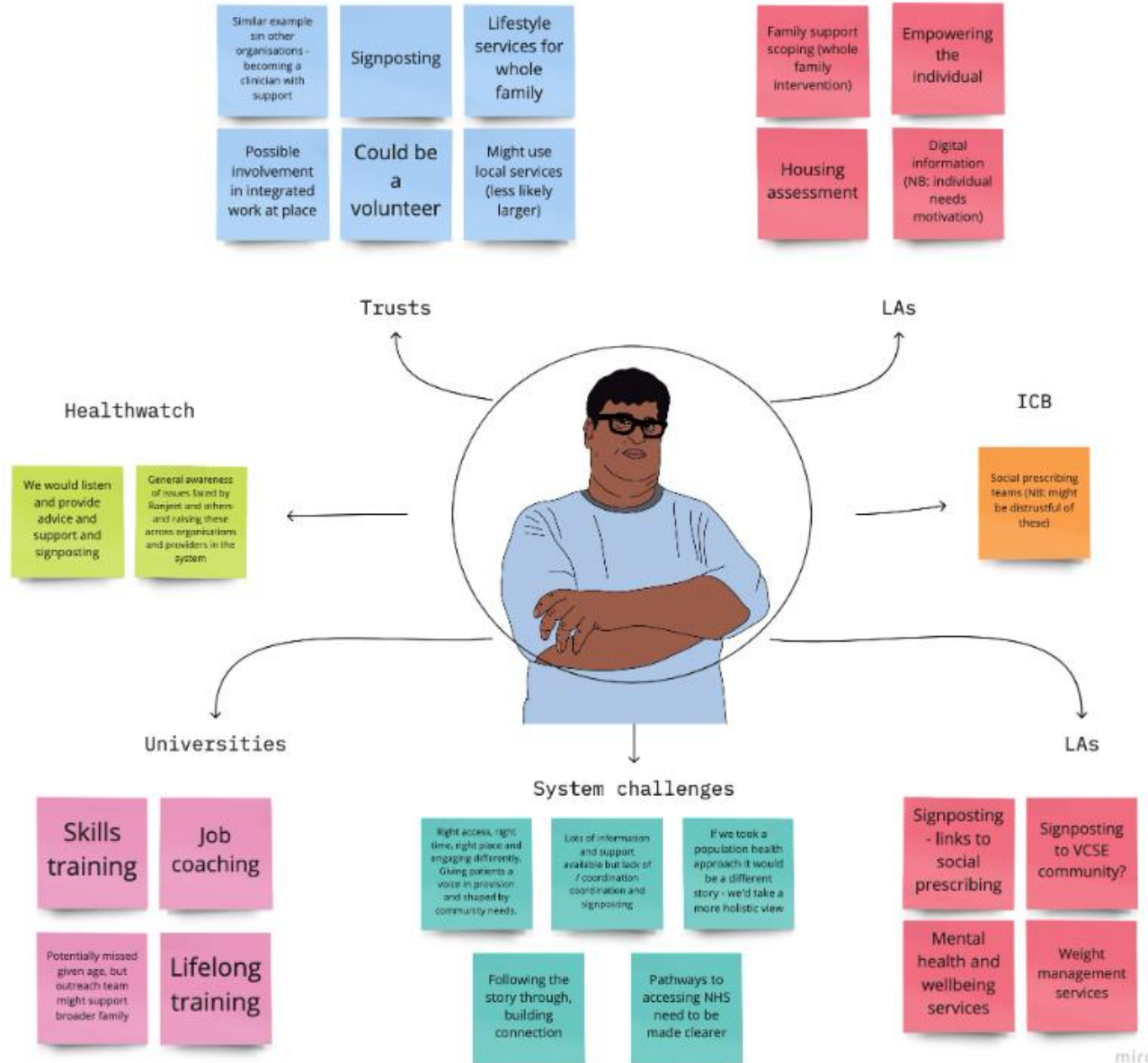
# What is the Integrated Care Strategy and why is it important?

The **master strategy for the system**, providing a joint strategic mandate for working together around shared purpose

A vision for better health and care in C&W **5 years from now**

Driven by **collaboration & integration** across the system to achieve the four key aims & local priorities

Integrated Care Strategy development



That **leverages the benefits of the system** and **enables** greater **collaboration** across partners

And **aligns the ambition, purpose and strategies** of partners across the system

To **transform the lives of people like Ranjeet** and make a **meaningful impact on health and wellbeing**

# Getting the most out of the advantages of the system

- ✓ Joining up of currently disconnected services across providers
- ✓ Strong community links and relationships
- ✓ Sharing best practice and expertise at scale
- ✓ Benefitting from procurement partnerships and economies of scale
- ✓ Greater training and OD opportunities
- ✓ Data sharing and intelligent use of data for population health modelling and preventative work
- ✓ Improving resilience by, for example, providing mutual aid
- ✓ Thriving Voluntary and community sector
- ✓ Sharing resource
- ✓ Collaborating on sustainability initiatives at scale
- ✓ Reducing unwarranted variation and inequality in health outcomes, access to services and experience
- ✓ Ensuring that specialisation and consolidation occur where this will provide better outcomes and value

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# Brief discussion

Any feedback or reflections on what you have heard so far?

# Developing our Integrated Care Strategy

## Approach

- Inclusive and co-productive approach to developing both the Integrated Care Strategy and the 5-year Integrated Care Plan
- Focus area/ enabler leads identified from across the system

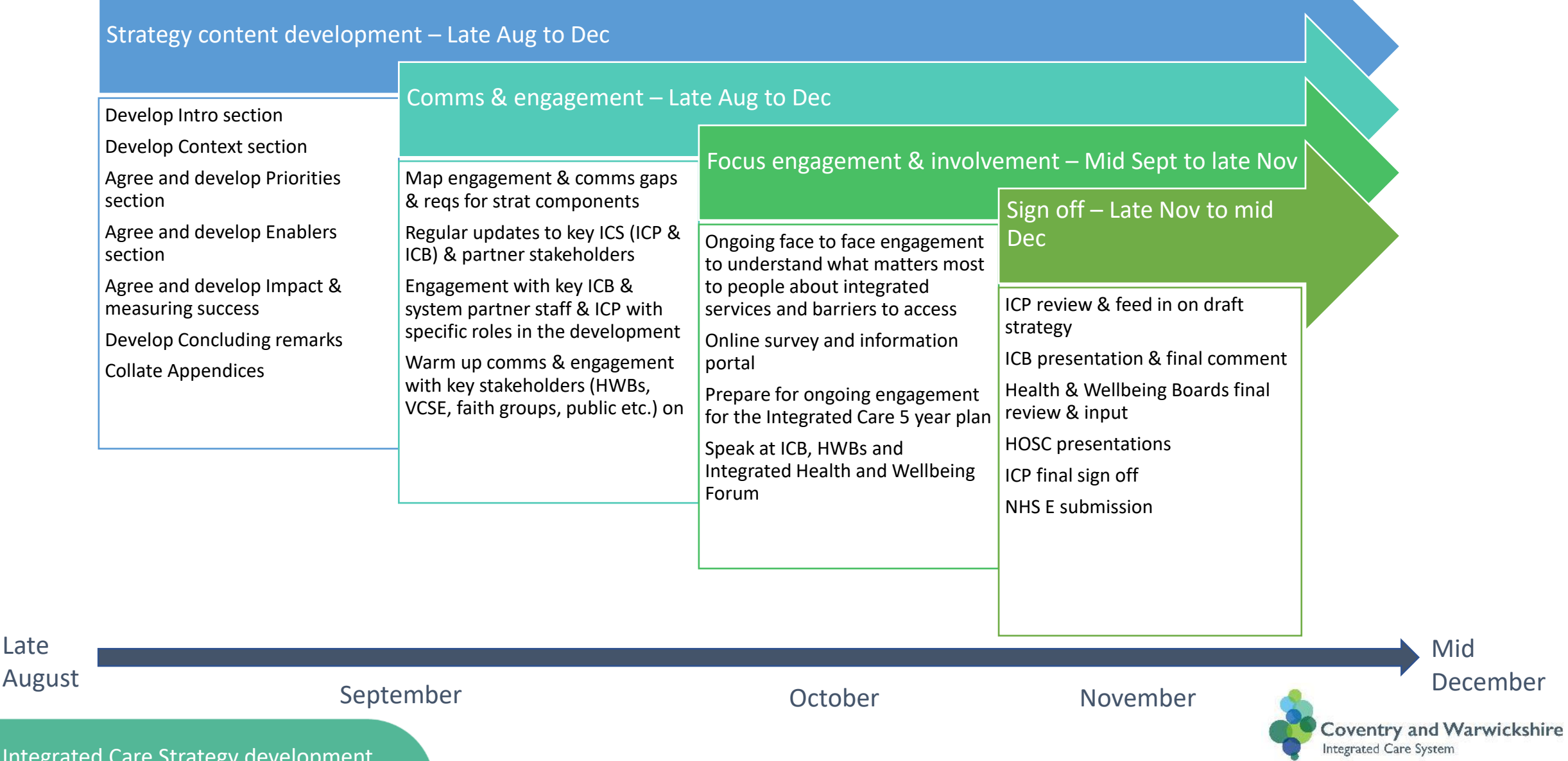
## Content

- The focus areas and enablers have been shaped by input from across the system and by the initial broader public and community engagement we've done but are still being thought about and developed – we'd welcome your input on them
- We want the strategy to
  - be a short and concise document (around 30 pages)
  - recognise and build upon work already in place by signposting to existing strategies throughout
  - include one worked up example of a focus in practice, informed by engagement, to bring it to life

## Engagement

- There is a limited timeframe for engagement but we will be doing what we can especially around the gaps we have identified.
- The strategies that will inform the Integrated Care Strategy have been developed with input from and engagement with lots of the key stakeholders in the system so we are building on that

# Strategy development & engagement glide path





# What we've heard so far

You need to make health care services more accessible and easy to navigate

Greater diversity in our health and care workforce "it would be helpful if we could see clinicians from the same ethnic/ cultural background as us"

More needs to be done to address mental health and especially in Black And Minority Ethnic communities

More needs to be done to address inequalities and disparities in care

Need to improve how information about health and care is shared with communities

We need more personalised care derived from listening to patient and community needs - "one size does not fit all!"

We need more social events and engagement to tackle isolation among elderly, disabled and cut off groups

We need to fund and support grassroots voluntary and community organisations and make more of them – they have access to so many people

A more consistent approach is needed and more needs to be done to support people with mental health, Autism, Dementia and Alzheimers

Can we support those most in need to help them get to health & wellbeing appointments

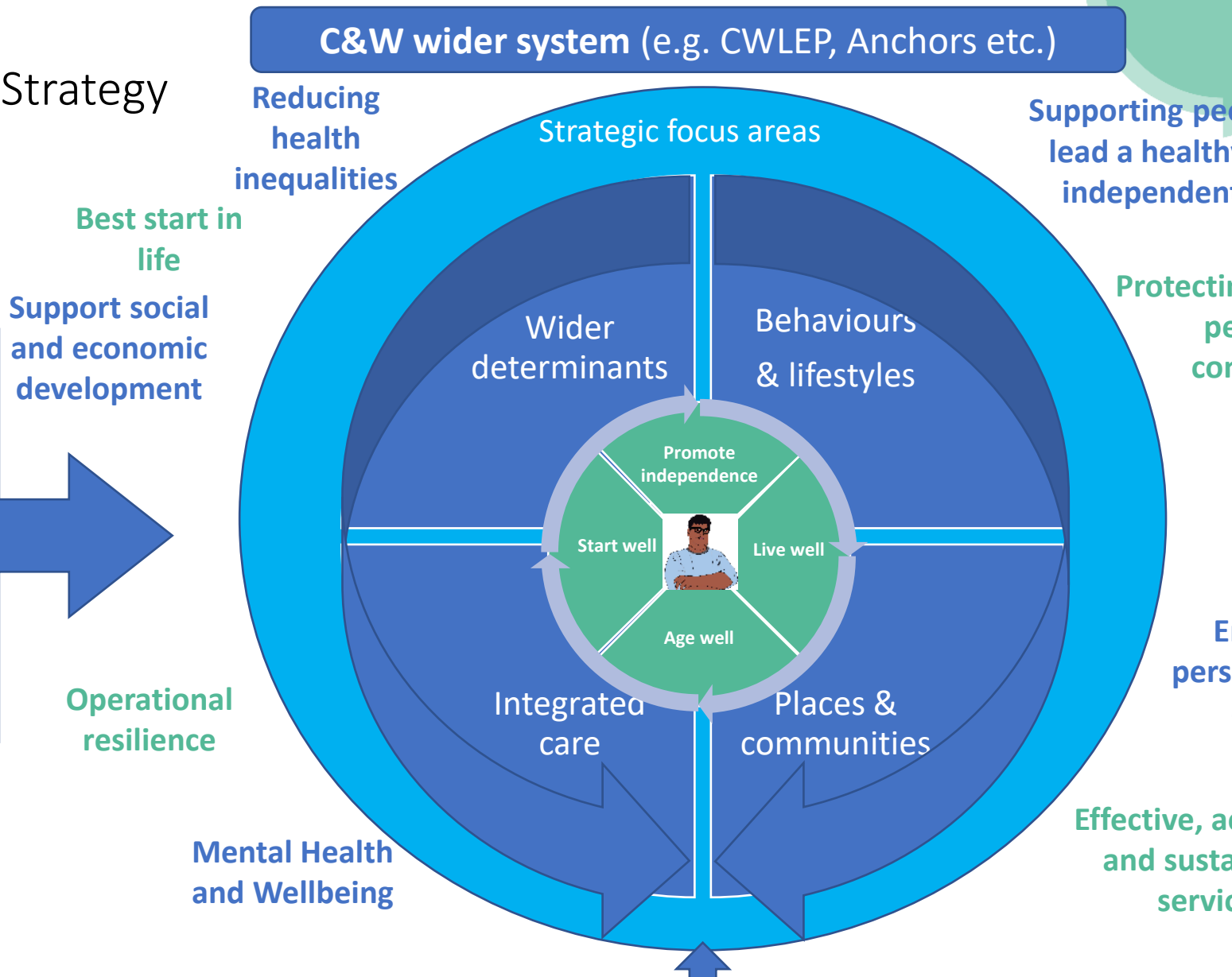
Engage with and listen to carers!



# Framing for our Integrated Care Strategy

**Drivers =**

- Policy context for integration
- Assessment of local needs
- Kings Fund pop health model
- National Guidance



**Place**

Links to and from place through Health and Wellbeing Boards and strategies of Coventry and Warwickshire

**Enablers**

Digital & data – Quality – Estates – Performance – People – Finance – Wider determinants of health – Transformation & innovation – Clinical leadership - Engagement

# Our Integrated Care Strategy content structure on a page

## Strategic focus areas -

- Enable personalised care
- Reducing Health Inequalities
- Supporting people to lead a healthy and independent life
- Protecting the health of people and communities
- Best start in life for children and young people
- Effective accessible and sustainable services
- Mental Health and Wellbeing
- Operational resilience
- Support social and economic development

These strategic system focus areas and enablers have been informed by -

- Areas of alignment in Coventry and Warwickshire Health and Wellbeing strategies
- National guidance steer
- Other key system strategies
- Input from key stakeholders in the system
- Feedback from people and groups in Coventry and Warwickshire through the engagement sessions we have done

But they still need more work and this is something we want to focus on with you at this Forum meeting.

## Strategic enablers -

- Finance
- Estates
- Green
- People (workforce & OD)
- Transformation & innovation
- Quality
- Performance
- Digital and Population Health Management
- Partnerships & engagement
- Wider determinants of health
- Clinical & care professional leadership

# Developing strategy content

- We have identified lead 'owners' from across the system for each of the focus areas and enablers.
- The first drafting exercise with identified leads involved a workshop and completion of a slide template for each focus area and enabler.
- Slide summarised the key themes, priorities and strategy links.
- Through this exercise some key initial actions and priorities have been identified, a summary of which is provided on your tables. Examples on following slides
- Some areas are more developed than others and there may be a need for some streamlining or merging of focus areas/enablers.
- The specific titles of focus areas and enablers may also change.

# Focus area: Reduce Health Inequalities

- Ensure that reducing health inequalities becomes Business as Usual
- Take a wider perspective of health and the drivers of health when considering services – King's Fund model of population health
- Make health inequalities everyone's business, and recognise the contribution that all partners can make through collaboration
- Promote proportionate universalism
- Shift resources upstream to prevention and reducing inequalities. Focus on primary, secondary, tertiary prevention.
- Ensure equity of access, experience and outcomes

# Enabler: Digital and Population Health Management

## Digitise


- **Well led:** Ensure an agreed strategy for digital transformation and collaboration is in place, with collective ownership of the digital transformation journey. Ensure digital and data expertise and accountability are incorporated into leadership and governance arrangements, with delivery of the system-wide digital and data strategy.
- **Smart foundations:** Ensure digital, data and infrastructure operating environments are reliable, modern, secure, sustainable and resilient, with well-resourced teams across the ICS.
- **Safe Practice:** Ensure organisations across the ICS maintain standards for safe care, as set out by the Digital Technology Assessment Criteria for health and social care (DTAC) and that they routinely review system-wide security, sustainability and resilience.

## Connect

- **Supporting People:** Ensure the workforce is digitally literate and are able to work optimally with data and technology.
- **Empowering Citizens:** Place citizens at the centre of service design, ensuring they have access to their healthcare information and a standard set of digital services that suit all literacy/digital inclusion needs.

## Transform

- **Improving Care:** Ensure ICS embeds digital and data within their improvement capability to transform care pathways, reduce unwarranted variation and improve health and wellbeing.
- **Health Populations:** Promote the use of data to design and deliver improvements to population health and wellbeing, making best use of collective resources.



## Group work 1 – reflections on the integrated care strategy

In groups, please can you reflect on the following 3 questions:

1. Have we identified the right priorities and enablers? Any surprises, anything missing?
2. What is my organisation's contribution to delivering the strategy?
3. What is most critical for our system now?

You have 20 minutes for your discussion. Please make some notes on the flipcharts and choose someone to feedback key points (3 minutes)

We will ask groups 1&2 to lead the feedback on Q1, groups 3&4 to lead the feedback on Q2 and groups 5&6 to lead the feedback on Q3.




Coffee break

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## Group work 2 – our ambitions for the future

Again, in groups please could you consider the following questions:

1. How can we (as the Integrated H&W Forum) help ensure the Integrated Care Strategy is successfully implemented?
2. Building on our collective strengths and partnerships, how will we hold ourselves to account?

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# Your commitments

- Actively champion the purpose and importance of the Integrated Care Strategy
- Work with your organisation to support the delivery of the Integrated Care Strategy
- Contribute collectively through Health and Wellbeing Boards and Integrated Care Partnership to successful implementation of the Strategy
- Commit to holding ourselves to account, through our partnerships, for realising the value and potential benefits of the Integrated Care System

## Next steps and actions

- **31 October:** Integrated Care Partnership meeting to agree outline content of Integrated Care Strategy drawing on outcomes from today
- **November:** further development / refinement of Strategy with content leads, informed by engagement activity
- **December:** Integrated Care Partnership approve final Strategy for submission to NHSE
- **January:** Health and Wellbeing Boards meet. Opportunity to align Health and Wellbeing Strategy development process with Integrated Care Strategy and 5-Year Integrated Care Plan development and engagement
- **March:** ICB approve 5-Year Integrated Care Plan

**Next Forum meeting: March 2023**

# Closing remarks

Cllr Kamran Caan, Chair of Coventry Health and Wellbeing Board  
Danielle Oum, Chair of Coventry and Warwickshire Integrated Care System