

Health and Wellbeing Board

6 September 2023

COVENTRY AND WARWICKSHIRE INTEGRATED CARE STRATEGY: PUBLICATION AND MEASURING IMPACT

Recommendation(s)

The Board is recommended to:

1. Note the final Integrated Care Strategy for Coventry and Warwickshire and associated documents;
2. Note the approach to measuring and monitoring the impact of the Strategy that has been agreed by the Integrated Care Partnership;
3. Agree to receive an annual report of progress on the Integrated Care Strategy and ambitions for accountability and to inform the review of the Health and Wellbeing Strategy; and
4. Consider how the Board is contributing to delivery of the Strategy through its own Health and Wellbeing Board Delivery Plan.

1. Executive Summary

- 1.1 The Health and Care Act 2022 requires integrated care partnerships to write an integrated care strategy, setting out how the assessed needs of the population can be met by the Integrated Care System (ICS). The Integrated Care Partnership (ICP) approved the draft Integrated Care Strategy at its meeting on 8 December 2022 and this has since been shared widely across the system.
- 1.2 A proposed set of high level, aspirational ambition statements to measure the impact of the Strategy have now been developed. Both the Strategy and measures were approved for publication by the ICP on 4 July 2023.
- 1.3 The Strategy was published in July 2023, with a suite of documents (available on the [ICS website](#)), including an easy read and short read version. The formal launch of the Strategy is aligned with the communications around the publication of the Integrated Health & Care Delivery Plan, which it has directly informed.

2. Background

- 2.1 The Board received a report at its 11 January 2023 meeting, giving the opportunity to review and provide feedback on the draft Coventry and Warwickshire Integrated Care Strategy. The Board was informed that the ICP planned to develop a set of measures so that progress against intended outcomes could be properly monitored, with oversight through the Integrated Care Partnership and regular reporting to the Health and Wellbeing Boards.
- 2.2 On 24 May the Board received a further report sharing the draft Coventry and Warwickshire Integrated Health and Care Delivery Plan (IH&CDP), which is the health and care system shared delivery plan for the Integrated Care Strategy.
- 2.3 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. The March 2023 meeting of the Forum provided an opportunity for members to consider:
- How partner organisations could contribute to delivering the Integrated Care Strategy;
 - The role of the two local Health and Wellbeing Strategies in driving delivery; and
 - What measures should be used to demonstrate the impact of the Strategy and how partners could take ownership of these.

3. Measuring Impact – development of our approach

- 3.1 The ICP has developed 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.
- 3.2 The approach was informed by some agreed key principles:
- Measurement should not be duplicative or burdensome
 - Data should already be recorded and publicly available
 - An inequalities focus should be taken where appropriate
 - Ideally, we are able to measure at Place level
 - We will use the best available measures in terms of timeliness, frequency of collection, source and granularity
 - We can reasonably expect Strategy actions to have an impact
 - All system partners can contribute to improvement
 - It is the responsibility of all partners to collect and report data on progress

- We will draw on stories and lived experiences from local people.
- 3.3 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 since 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.

4. Measuring the impact of the Strategy – agreed approach

- 4.1 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.
- 4.2 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.
- 4.3 Alongside the ambitions, case studies will be identified and shared at ICP meetings, to be used as a framework for exploring how system partners are working differently in each area and to learn from practice.
- 4.4 There will be annual reporting to the ICP of progress on the Integrated Care Strategy and ambitions (planned for 29 February 2024), along with proposed reporting to the two Health and Wellbeing Boards (March – May 2024) for accountability and to inform the review of the Health and Wellbeing Strategies.

5. Next steps

- 5.1 The formal launch of the Integrated Care Strategy is being aligned with communications around the publication of the IH&CDP between July and September 2023.
- 5.2 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 and reporting of the strategy will support in this.

6. Financial Implications

- 6.1 Finance is identified as a key enabler within the strategy and an associated measure has been agreed. It is expected that the priorities and strategic direction set out in the strategy will inform ICS decision-making and delivery, including spending priorities and the design of services.

7. Environmental Implications

- 7.1 The Strategy details the opportunities of integrated health and care for addressing environmental factors and climate change. This includes opportunities to reduce the overall contribution of the integrated care system to climate change and particularly the impact of healthcare. To reflect this, the measure identified for the 'public estates space and facilities' enabler relates to reduction in energy consumption of our NHS Trust estates.

8. Supporting Information

- 8.1 [National Government guidance for health and wellbeing boards](#) following the creation of statutory integrated care systems states that:
- Health and wellbeing boards (HWBs) will need to consider the integrated care strategies when preparing their own strategy to ensure they are complementary
 - HWBs should be active participants in the development of the integrated care strategy and the ICP and HWBs should “work collaboratively and iteratively in the preparation of the system-wide integrated care strategy that will tackle those challenges that are best dealt with at a system level”
 - HWBs are required to consider revising their health and wellbeing strategy following the development of the integrated care strategy for their area, but are not required to make changes if they consider that the existing health and wellbeing strategy is sufficient
 - The integrated care strategy should build on and complement local health and wellbeing strategies, identifying where needs could be better addressed at the system level
 - ICPs should use the insight and data held by HWBs in developing the integrated care strategy, in particular the JSNAs.
 - The introduction of integrated care strategies is an opportunity for JSNAs and health and wellbeing strategies to be revised and/or refreshed, to ensure that they remain effective tools for decision making at both place and system levels.
- 8.2 The guidance also makes clear that in an effective health and care system the ICP should build upon the existing work by HWBs and any place-based partnerships to integrate services. ICB and ICP strategies and priorities should not detract from or undermine the local collaboration at place level.

9. Timescales associated with the decision and next steps

- 9.1 It is intended to report to the Health and Wellbeing Board at its first meeting after end of February 2024 on progress of the Integrated Care Strategy and its associated ambitions.

Appendices

1. Appendix 1: Our Ambitions: Measuring the Impact of the Integrated Care Strategy
2. Appendix 2: Coventry and Warwickshire Integrated Care Strategy

Background Papers

1. Report to Warwickshire Health and Wellbeing Board, dated 11 January 2023, on the Coventry and Warwickshire Integrated Care Strategy:
<https://democracy.warwickshire.gov.uk/documents/s28645/sHWBIntegratedCareStrategy110123v10.pdf>

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