

# Health and Wellbeing Board

24 May 2023

## Coventry and Warwickshire Integrated Health and Care Delivery Plan 2023/24 – 2027/28

### Recommendations

The Board is recommended:

1. To note the context, progress to date and work underway to develop the five-year Coventry and Warwickshire Integrated Health and Care Delivery Plan;
2. To note that the Coventry and Warwickshire Integrated Health and Care Delivery Plan is being developed as the health and care system shared delivery plan for the Coventry and Warwickshire Integrated Care Strategy, with the three strategic priorities and nine aligned areas of focus identified in the Integrated Care Strategy providing a 'golden thread' across the two documents;
3. To receive a draft of the Coventry and Warwickshire Integrated Health and Care Delivery Plan and to note the opportunity to provide feedback on the Plan both via the current meeting and outside of the meeting to the Portfolio Holder for Health (Councillor Bell);
4. To recognise the connectivity between the Warwickshire Health and Wellbeing Strategy, the Coventry and Warwickshire Integrated Care Strategy and the Coventry and Warwickshire Integrated Health and Care Delivery Plan (see **Section 4**);
5. Acknowledging that work to develop the Coventry and Warwickshire Integrated Health and Care Delivery Plan is on-going at the current time to meet the deadline to publish the plan by 30<sup>th</sup> June 2023, to agree that the ICB Chief Transformation Officer liaises with the Chair outside of the meeting to agree an approach to obtaining the Board's opinion as to whether the Coventry and Warwickshire Integrated Health and Care Delivery Plan **"takes proper account of"** the Warwickshire Health and Wellbeing Strategy.

### 1. Executive Summary

- 1.1 The current report provides an overview of the context, progress to date and work underway to develop the five-year Coventry and Warwickshire Integrated Health and Care Delivery Plan.

- 1.2 Recognising the requirement in national guidance for the ICB to seek the Board's opinion as to whether the Coventry and Warwickshire Integrated Health and Care Delivery Plan "**takes proper account of**" the Warwickshire Health and Wellbeing Strategy, the report also summarises the connectivity between the Health and Wellbeing Strategy, the Coventry and Warwickshire Integrated Care Strategy and the Plan (see **Section 4**).
- 1.3 The draft Plan can be accessed via the following link:  
<https://www.happyhealthylives.uk/our-system/ihcdp/>

## 2. Background

- 2.1 Through a report to its 11<sup>th</sup> January 2023 meeting, the Board was given the opportunity to review and provide feedback on the draft Coventry and Warwickshire Integrated Care Strategy ('the Integrated Care Strategy').<sup>1</sup> The Integrated Care Strategy sets the vision of integration and collaboration for the Coventry and Warwickshire Integrated Care System ('the ICS'), linked to the ICS's four core purposes to:
- Improve outcomes in population health and healthcare;
  - Tackle inequalities in outcomes, experience and access;
  - Enhance productivity and value for money; and
  - Help the NHS support broader social and economic development.
- 2.2 As set out in the January report, the Integrated Care Strategy incorporates **three strategic priorities** and **nine aligned areas of focus**:
- **Priority 1**; Prioritising prevention and improving future health outcomes through tackling health inequalities;
  - **Priority 2**; Improving access to health and care services and increasing trust and confidence;
  - **Priority 3**; Tackling immediate system pressures and improving resilience.
- 2.3 The January report provided an overview of the approach that was taken locally to develop the Integrated Care Strategy, which was led by the Coventry and Warwickshire Integrated Care Partnership and co-developed by system partners through a widely inclusive process. The approach incorporated:
- Extensive system and partner strategy and engagement mapping to ensure alignment with and building on existing system-wide activity – with the starting point being an analysis of the Warwickshire and Coventry Health and Wellbeing Strategies;
  - The collation of needs data from across the system, especially from the Joint Strategic Needs Assessments;
  - Feedback from a range of public and clinical engagement activities as outlined in the *Local Priorities for Integrated Care* engagement report.<sup>2</sup> This engagement enabled the development of the three strategic priorities in the

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<sup>1</sup> <https://www.happyhealthylives.uk/integrated-care-partnership/icp-strategy/>

<sup>2</sup> <https://www.happyhealthylives.uk/integrated-care-partnership/strategy-engagement-with-our-communities/>

Strategy to be informed by insight from diverse communities, especially those with protected characteristics and groups that experience health inequalities.

- 2.4 Connected to the development of the Integrated Care Strategy, and as signalled in the January report, the Health and Care Act 2022 requires the Integrated Care Board ('the ICB') and its partner NHS Trusts to develop and publish a five-year joint forward plan. Locally the plan – the Coventry and Warwickshire Integrated Health and Care Delivery Plan 2023/24 to 2027/28 ('the IH&CDP') – is being developed as the health and care system shared delivery plan for the Integrated Care Strategy. As such, the IH&CDP responds directly to the three strategic priorities and nine aligned areas of focus set out in the Integrated Care Strategy, as well as the identified enablers.
- 2.5 In line with national NHS guidance, the IH&CDP also addresses the delivery of universal NHS commitments, as reflected in the 2023/24 NHS Operational Planning Guidance and the NHS Long Term Plan, and the statutory duties of the ICB, including in relation to integration, quality, inequalities and finance.

### **3. Developing the Coventry and Warwickshire Integrated Health and Care Delivery Plan**

- 3.1 In line with the process undertaken to develop the Integrated Care Strategy, the ICB has also taken an inclusive approach to the development of the IH&CDP:
- The Coventry and Warwickshire System Strategy and Planning Group has acted as the Steering Group for the development of the plan. The group's membership includes the Directors of Public Health for Warwickshire County Council and Coventry City Council, and the Chief Strategy Officers of the ICB and its partner NHS Trusts;
  - The Directors of Public Health have co-led the development of the following sections of the IH&CDP aligned to Priority 1 (Prioritising prevention and improving future health outcomes through tackling health inequalities):
    - Reducing health inequalities;
    - Prioritising prevention and wider determinants to protect the health of people and communities.
  - As part of the development process engagement has been undertaken with the three Places (Warwickshire North, South Warwickshire and Rugby) to capture and map key programmes and initiatives from Place Plans against the three Integrated Care Strategy strategic priorities so that these can be reflected in the IH&CDP;
  - A range of system groups and forums have also been engaged, including the different Collaboratives (Warwickshire Care Collaborative, Coventry Care Collaborative, Acute Provider Collaborative and Mental Health Collaborative).
- 3.2 Given the fundamental links between the Integrated Care Strategy and the IH&CDP through the three strategic priorities and nine areas of focus, the engagement activities reflected in the *Local Priorities for Integrated Care*

engagement report (see **paragraph 2.3**) not only informed the development of the Integrated Care Strategy but have also provided insight to shape the development of the IH&CDP.

- 3.3 Through the System Strategy and Planning Group a set of principles were agreed to guide the process that has been undertaken to develop the IH&CDP. Critically, these recognise that the development of the IH&CDP will be an iterative process, with this year's document creating the foundations for future years to build on. The principles also acknowledge that the IH&CDP will be more detailed in relation to planned delivery activity for years 1 and 2 of the five-year plan period, with the later 3-year period being addressed at a more strategic level.
- 3.4 **Appendix 1** provides an overview of the IH&CDP structure.
- 3.5 The draft IH&CDP can be accessed via the following link – it should be noted that the plan is in draft at the current time and work is on-going to finalise a number of sections:  
<https://www.happyhealthylives.uk/our-system/ihcdp/>
- 3.6 The three strategic priorities/nine aligned areas of focus and the enablers identified in the Integrated Care Strategy:
- Act as a 'golden thread' between the Integrated Care Strategy and the IH&CDP; and, as set out in **paragraph 4.3** below,
  - Connect both documents to the Health and Wellbeing Strategy.

For ease of reference the links to these sections are:

**Priority 1; Prioritising prevention and improving future health outcomes through tackling health inequalities**

<https://www.happyhealthylives.uk/our-system/ihcdp/working-together-to-deliver-the-coventry-and-warwickshire-integrated-care-strategy/prioritising-prevention-and-improving-future-health-outcomes-through-tackling-health-inequalities/>

**Priority 2; Improving access to health and care services and increasing trust and confidence**

<https://www.happyhealthylives.uk/our-system/ihcdp/working-together-to-deliver-the-coventry-and-warwickshire-integrated-care-strategy/improving-access-to-health-and-care-services-and-increasing-trust-and-confidence/>

**Priority 3; Tackling immediate system pressures and improving resilience**

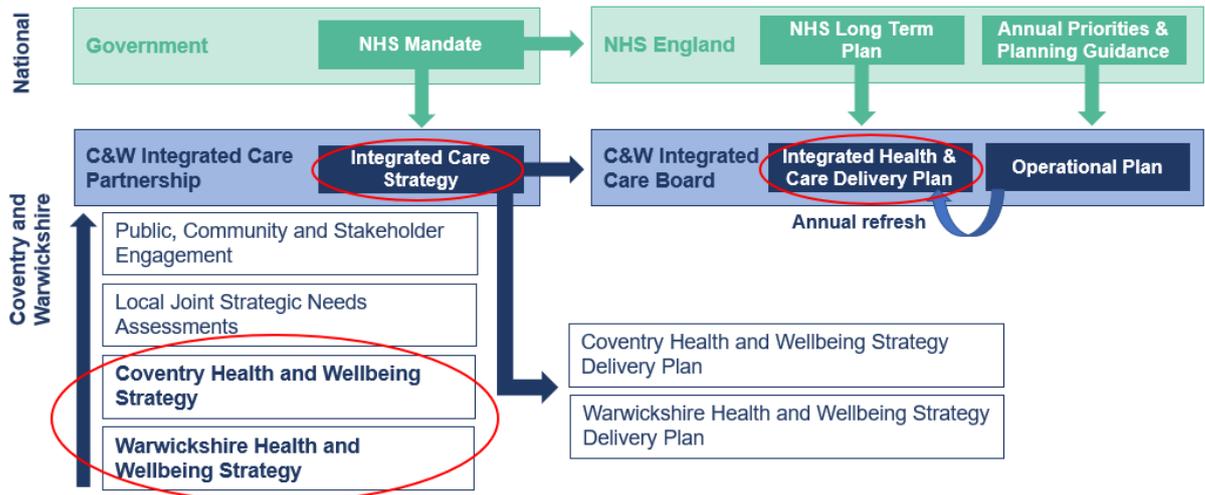
<https://www.happyhealthylives.uk/our-system/ihcdp/working-together-to-deliver-the-coventry-and-warwickshire-integrated-care-strategy/tackling-immediate-system-priorities-and-improving-resilience/>

**Enablers**

<https://www.happyhealthylives.uk/our-system/ihcdp/creating-the-conditions-for-change-to-happen/>

#### 4. Connectivity between the Warwickshire Health and Wellbeing Strategy, the Coventry and Warwickshire Integrated Care Strategy and Coventry and Warwickshire Integrated Health and Care Delivery Plan

4.1. The diagram below provides an overview of the linkages between the three documents:



4.2 As set out in **paragraph 2.3**, the development of the Integrated Care Strategy was fundamentally informed by a review and mapping of existing system and partner strategies, with the starting point for identifying the strategy priorities being an analysis of the Warwickshire and Coventry Health and Wellbeing Strategies.

4.3 Warwickshire’s local priorities (*Help our children and young people have the best start in life; Help people improve their mental health and wellbeing, particularly around prevention and early intervention in our communities; Reduce inequalities in health outcomes and the wider determinants of health*) are reflected in particular in **Priority 1** (*Prioritising prevention and improving future health outcomes through tackling health inequalities*) of the Integrated Care Strategy and the IH&CDP. The area of focus under **Priority 2** (*Improving access to health and care services and increasing trust and confidence*) relating to improving access to mental health services is also a key connection point.

4.4 The Coventry and Warwickshire Integrated Health and Wellbeing Forum was the key mechanism through which both the Warwickshire and Coventry Health and Wellbeing Boards were involved in the development of the Integrated Care Strategy and, more specifically, provided collective input to the development of the three strategic priorities and nine aligned areas of focus, which, as noted in **paragraph 3.6**, are central to both the Integrated Care Strategy and the IH&CDP.

4.5 The February 2023 meeting of the Integrated Health and Wellbeing Forum provided an opportunity for members of the Forum to explore and reflect on the

connectivity between the two Health and Wellbeing Strategies, the Integrated Care Strategy and the IH&CDP, and to consider:

- How different organisations represented could contribute to delivering the Integrated Care Strategy; and
- The role of the two local Health and Wellbeing Strategies in driving delivery.

Presentations across the meeting recognised that the three strategic priorities create a strong degree of alignment across the documents.

- 4.6 It is recognised that delivering the vision set out in the Integrated Care Strategy will require the combined efforts of health and care system and wider partners in the ICS, with key activity being driven through the two Health and Wellbeing Strategies and aligned delivery plans. The IH&CDP will sit predominantly in the *Integrated Health and Care System* quadrant of our Population Health Framework and will link into the working of the wider system.

## 5. Next Steps

- 5.1 In line with national guidance the ICB must publish the IH&CDP on or before 30<sup>th</sup> June 2023. To meet this deadline, engagement will continue through May and early June ahead of the IH&CDP being presented to the 21<sup>st</sup> June 2023 meeting of the Board of the ICB for final approval.
- 5.2 The ICB is required to review the IH&CDP annually and either update or confirm the Plan as part of this review.
- 5.3 As set out in **paragraph 1.2** the ICB is required to seek the Board's opinion as to whether the IH&CDP ***"takes proper account of"*** the Warwickshire Health and Wellbeing Strategy, and to include the Board's statement of opinion within the IH&CDP. Comments from Health and Wellbeing Board members on the IH&CDP will be collated following the meeting on 24<sup>th</sup> May 2023.

## 6. Financial Implications

- 6.1 In line with national guidance, the IH&CDP will include a finance section. The IH&CDP is required to address the ICB and system finance business rules, including the collective duties in relation to capital resource and revenue resource use, and the duty in relation to achieving system financial balance.

## 7. Environmental Implications

- 7.1 The IH&CDP includes a section relating to *Addressing climate change*. This has been developed in the context of the Coventry and Warwickshire ICS Green Plan.

## 8. Timescales associated with the decision and next steps

- 8.1 As per **paragraph 5.1** the ICB must publish the IH&CDP on or before 30 June 2023.

### 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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## Appendix 1

SECTION 1: CONTEXT	SECTIONS 2 – 5 CONTENT	
<p><b>Contents</b></p> <p><b>Foreword</b></p> <p><b>Executive Summary</b></p> <p><b>System overview</b></p> <p><b>Introducing our Integrated Health and Care Delivery Plan</b></p> <p><b>Our Population Health Framework</b></p> <p><b>Our health and care system architecture</b></p> <p><b>Health and Wellbeing Board statements of opinion</b></p> <p><b>Next steps</b></p>	<p><b>SECTION 2: Working together to deliver the Coventry &amp; Warwickshire Integrated Care Strategy</b></p>	
	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <p><b>1. Prioritising prevention and improving future health outcomes through tackling health inequalities</b></p> <ul style="list-style-type: none"> <li>Reducing health inequalities</li> <li>Prioritising prevention and wider determinants to protect the health and wellbeing of people and communities</li> <li>Enabling services to start in the home and young people</li> </ul> </div> <div style="text-align: center;">  <p><b>2. Improving access to health services and increasing trust</b></p> <ul style="list-style-type: none"> <li>Providing personalised care</li> <li>Improving access to services, especially primary care</li> <li>Engaging and involving people, communities and stakeholders</li> <li>Making services more effective through greater collaboration and integration</li> </ul> </div> <div style="text-align: center;">  <p><b>3. Tackling immediate system pressures and improving experience</b></p> <ul style="list-style-type: none"> <li>Bringing people at home</li> <li>Developing and investing in our workforce, culture and clinical and professional leadership</li> </ul> </div> </div> <p style="color: blue; font-weight: bold; font-size: 2em; transform: rotate(-45deg); position: absolute; top: 50%; left: 50%; opacity: 0.5;">3 Strategic Priorities 9 areas of focus</p>	<p>Each section includes the following sub-sections:</p> <p><i>Overall aims by 2028;</i></p> <p><i>Starting point;</i></p> <p><i>Key links to other sections;</i></p> <p><i>Delivery focus areas for 2023/24 and 2024/25;</i></p> <p><i>Key challenges; and</i></p> <p><i>Key metrics and deliverables.</i></p>
	<p><b>SECTION 3: Creating the conditions for change to happen</b></p>	<p><b>SECTION 4: Transforming our system</b></p>
	<p><b>Digital, Data and Technology</b></p> <p><b>Population Health Management</b></p> <p><b>Estates</b></p> <p><b>Addressing Climate Change</b></p> <p><b>Research and Innovation.</b></p> <p><b>Medicines Optimisation.</b></p>	<p><b>System overview</b></p> <p><b>ICB:- Performance and Assurance, Quality, Safeguarding, Finance.</b></p> <p><b>Clinical and Care Professional Leadership</b></p> <p><b>Collaboratives</b></p>
	<p><b>SECTION 5: Delivering through our four Places.</b></p>	
	<p><b>Place priorities/programmes mapped against 3 strategic priorities in the Integrated Care Strategy.</b></p>	