



Coventry and Warwickshire Integrated Care Strategy





Introduction

Delivering Health and Care in Coventry and Warwickshire

Integration means bringing services, people and organisations together.

Coventry and Warwickshire is an “Integrated Care System” (ICS). This means all of the organisations which support local people with their health and care, from the NHS and Local Authorities to community groups and the voluntary sector, all want to work better together to improve health, care and wellbeing for everyone who lives here.

We became an Integrated Care System on the 1st July 2022 and provide health, care and wellbeing services and support to over one million people. One of the most important things our new ICS has done is develop a strategy to set out how we will all work together. This work was done by the Integrated Care Partnership, a group of representatives from local government, NHS, voluntary and community sector, housing, Healthwatch, universities and others.

This strategy explains what we think we can do over the next five years as an ICS, the difference we can make by working together, and how we will do it. It tells the story about where we want to get to, and what it is that we are all trying to change and improve together.

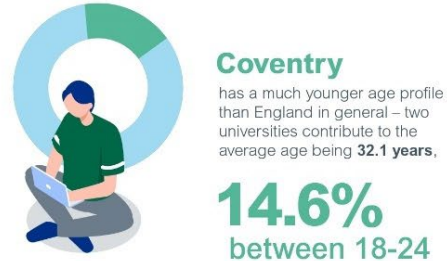
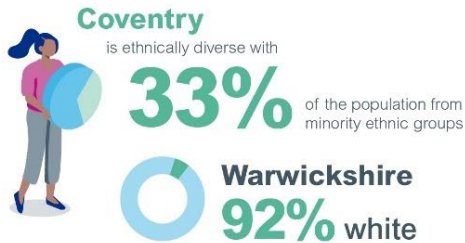
We won't make things better by just changing health and care services. By all working together we can start to improve some of the things that affect people's health and wellbeing, such as unsuitable housing or financial pressure. These are known as the “wider determinants of health” and affect our most vulnerable communities worst. If we can improve the wider determinants of health, we can improve everyone's health and wellbeing and reduce some of the inequality which people experience. Although this strategy is for all of Coventry and Warwickshire, a lot of what we do will be local and shaped by what communities need.

The Covid-19 pandemic tested our services like never before, but it also showed us what can be achieved when local organisations and communities work together. We now have new challenges to face and as you read through this strategy you will see how we plan to do it together.

This document is a summary version of our full Integrated Care Strategy. There are links throughout where you can click for more detail or alternatively you can read through the whole [Strategy on our website](#).

Using the “Select Language” button located on the top right of the website will also allow you to read through the Strategy in a variety of different languages.

Our local people and communities



English is a second language for **14%** of Coventry residents



The population has **grown by 114,032 patients** on GP lists since 2014, at a rate of

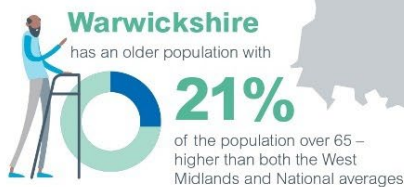
1.6% per year



Growth has been fastest in **Coventry** at

2.1% per year

Growth has been lowest in **Warwickshire North** at **0.9% per year**



People living in deprived areas tend to access urgent care services more than those from affluent areas



There are **more people aged over 65**, and as people age their **needs for NHS and Social Care increase**



Six Councils

Resident Population	942,100
North Warwickshire	65,000
Nuneaton & Bedworth	134,200
Rugby	114,400
Coventry	345,300
Warwick	148,500
Stratford-on-Avon	134,700



Two Local Authorities

Resident Population	942,100
Coventry	345,300
Warwickshire	596,800



Four Places

GP Registered Population	1,053,898
Warwickshire North	163,993
Rugby	117,827
Coventry	432,247
South Warwickshire	338,987



4 NHS Providers

- George Eliot NHS Trust
- Coventry and Warwickshire Partnership Trust
- University Hospital Coventry and Warwickshire Trust
- South Warwickshire NHS Foundation Trust

Our Challenges



Financial strain
£84 Million

Expected efficiency ask equating to 4.7% of the **£1.8 Billion** NHS opening budget for 2022/23***



Deprivation
137,208

of people live in the top 20% most deprived areas nationally; equating to 14.2%

99,153 (26.1%) of the 137,208 people reside in Coventry
38,055 (6.5%) in Warwickshire

Population Growth
58,000



Predicted increase of GP registered patients by 2027/28, making the population 1,111,898



Living longer with greater need

Healthy Life Expectancy (years)	Years spent in poor health	Total life expectancy
Coventry		
61.1 (males)	16.9 years	78 years
64 (females)	18 years	82 years
Warwickshire		
62.1 (males)	17.6 years	79.7 years
64.1 (females)	19.3 years	83.4 years

Challenges

facing the Coventry and Warwickshire Intergrated Care System

Place-based variation



Willenhall **71.3** years
Warwickshire South **87.8** years



Staff Turnover

Continued increases in staff turnover (recorded with an average of 15%) poses a workforce challenge in capacity and service delivery.

Cost of living

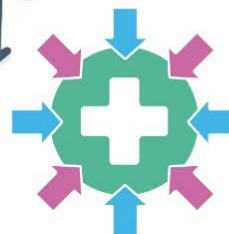
Coventry is in the top decile (10%) of Local Authorities in the Cost of Living Vulnerability Index.



Health inequalities

The gap in life expectancy between most and least deprived is widening

Coventry	
10.2 year gap (males)	7.5 year gap (females)
Warwickshire	
7.7 year gap (males)	6.7 year gap (females)



Increasing demand

in Emergency Presentations and Primary Care following the COVID-19 pandemic.

*Based on an average increase of 15,800 patients year on year over the past seven years (2022).
**Mapped on Middle Super Output Area (MSOA) level, which on average comprises 7,200 people.
***The NHS Budget does not include Social Care.

Data Sources: Centre for Progressive Policy (2022); Coventry and Warwickshire ICS Internal Systems; 2020 Mid Year Population Estimates (ONS); Fingertips; The Segment Tool (OHID).

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'



Improve outcomes in population health and health care



Tackle inequalities in outcomes, experience and access to services



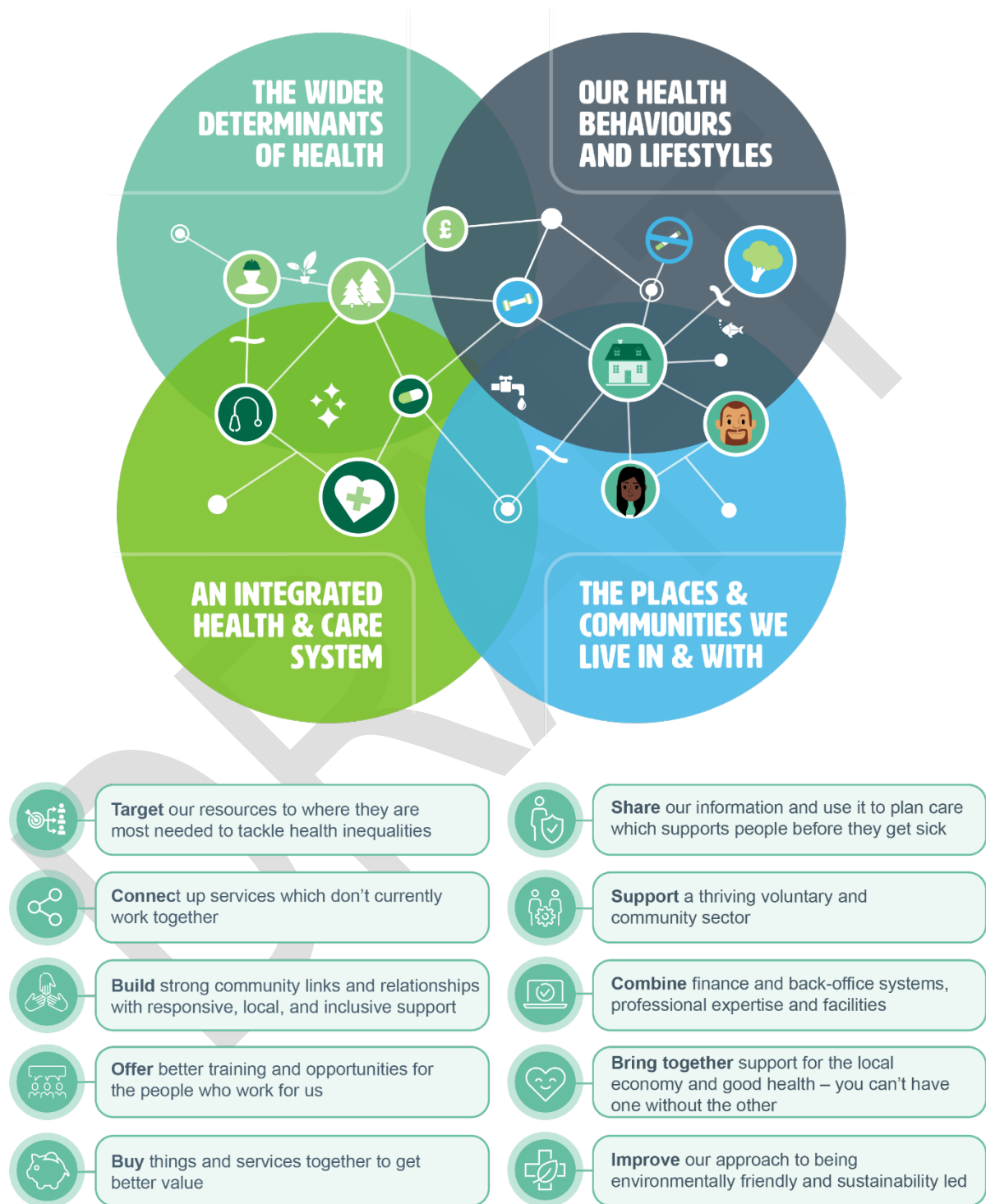
Enhance productivity and value for money



Help the NHS support broader social and economic development



How we will improve health and care through integration





People at the heart of our strategy

This strategy is for everyone in Coventry in Warwickshire, so we knew it needed to be informed by those it speaks for – local people and their communities, as well as people who work in health and care.

We listened and spoke to nearly a thousand local people from a wide range of communities about what they thought was most important in health and care. They told us their priorities were **issues with accessing online services** (also called “digital inclusion”) and **being able to get GP and other healthcare appointments** (“access”). They also told us about how many people are **losing trust in health services**.

We also spoke to people who work in health and care, our “stakeholders”. They told us the important things to focus on were stopping people from getting sick in the first place (“**prevention**”), **reducing inequality** and **making sure we support the people who work for us**.

All of this information helped us to shape the priorities for the strategy.

We will continue to engage and seek feedback and input as we continue developing our strategy.

Our priorities

We have identified three priorities for this strategy which, if we get right, will help us achieve our vision for Coventry and Warwickshire. Over the next pages you will find a short summary of each priority.

There is a lot more detail behind each priority, what we’ve already done and what we need to do next to make change happen. You can use the links on the next pages to find out more about each area.

Priority 1: Prioritising prevention & improving future health outcomes through tackling health inequalities



What this means to me

I will be supported to live a healthy, happy and fulfilled life, being equipped with the knowledge and resources needed to prevent ill health and maintain my independence at home, whilst knowing that effective services are in place for me to access should the need arise. This will include having access to support relating to the wider aspects of my life, including housing, employment and finances.

What do we want to achieve

As a system we want to prioritise preventing ill-health and work together to support every person who lives in Coventry and Warwickshire to remain as independent and healthy as possible from early years through to the end of life. This means focusing especially on those whose health outcomes and experiences are worse than others and addressing the factors in their lives – from birth onwards – that make this the case.

Based on what local people and communities told us, we have identified three key areas that we need to focus on so we can prioritise preventing people getting ill and improve future health outcomes locally. They are:

- [reducing health inequalities](#)
- [prioritising prevention and wider determinants to protect the health and wellbeing of people and communities](#)
- [enabling the best start in life for children and young people.](#)

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



What this means to me

I will find it easier to access the health and care services that I need wherever I live across Coventry and Warwickshire. Those services will feel more like one service, I will have more say over the services I receive and greater trust in their quality, effectiveness and safety.

What we want to achieve

Our mission over the next five years is to improve access to and trust in health and care services across Coventry and Warwickshire. This means helping people to get the proactive support they need in the community, including harnessing digital technology to enable people to access information, support and care easily and confidently. We also want to give people more choice and control over the way their care is planned and delivered, based on what matters to them.

We need to find more and better ways to work together, involving people and communities in this as well as partners such as the fire service, police and our many voluntary and community groups. We are committed to redefining the shape and scope of our local health and care system, starting with local neighbourhoods and empowering local communities to lead the way.

There are four key areas which we need to focus on in order to improve access and trust informed by our engagement. They are:

- [enabling personalised care](#)
- [improving access to services, especially primary care](#)
- [engaging and involving local people, stakeholders and communities](#)
- [making services more effective and efficient through collaboration and integration.](#)

Priority 3: Tackling immediate system pressures and improving resilience



What this means to me

Everyone works together to make sure I receive appropriate and timely care when I need it, from skilled and valued staff.

Context

We know that if we don't fix some of the immediate pressures facing our Integrated Care System will never be able to move on and invest in the future.

We are seeing increasing demand for health and care services, complexity of need and challenges around the flow of patients through the system, all at a time of significant financial pressure. Many within our workforce are tired, having moved from the pandemic to recovery of services, and now face the additional stress of increased demand, increased vacancies and higher sickness absence.

We need to work together both to reduce immediate demand on services and to secure the system capacity required to meet the current and future health and care needs of our population – which include both physical and mental health care, and social care needs. Traditional approaches aren't working, and increasingly we recognise a need to do something different as we embrace the opportunity of collaborative working through our Integrated Care System.

There are two key areas which we need to focus on in order to improve resilience and tackle system pressures. These are:

- [supporting people at home](#)
- [develop, grow and invest in our workforce, culture and clinical and professional leadership.](#)

Our commitments

All partners in the system have made the following promises that show how we will work together to deliver the strategy. These include making sure that we always think about how we make sure we put the needs of local places first in our decision-making and activity (“primacy of place”), and work across the whole of Coventry and Warwickshire when it can deliver better value for people.





Strategic Enablers

A number of key enablers have been identified to support delivery of our vision and the priorities within our Integrated Care Strategy. These are all areas where we think we can have a real impact on health and wellbeing outcomes by working together on a system-wide basis.

- [Finance](#)
- [Digital, Data and Technology and Population Health Management capability](#)
- [Public estates space and facilities](#)
- [Performance and assurance](#)
- [Quality](#)
- [Transformation and innovation](#)

You can find out more about how we are addressing each of these areas by clicking on the links

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How will we know if our strategy has worked?

Our strategy sets out bold ambitions for our Integrated Care System and the difference we can make by working together. We expect it to be part of everything we do as an Integrated Care System and to drive change in:

- how, as partners, we relate to each other and to our communities
- the way we use our resources
- the design and delivery of our services
- how we plan and make decisions.

Ultimately, we will see the impact of our strategy in improved health and wellbeing, reduced health inequalities across Coventry and Warwickshire, and better quality of health and care services for our population over the next five years and beyond.

If we are successful people will:

- be supported to live a healthy, happy and fulfilled life, with the knowledge and resources to prevent ill health and maintain their independence at home
- find it easier to access the health and care services they need wherever they live and have more say over the services they receive and greater trust in their quality, effectiveness and safety; and
- receive appropriate and timely care when they need it, from skilled and valued staff.

This strategy is informed by existing strategies and will inform future strategies and delivery plans across and within Coventry and Warwickshire health and care system; including the ICB Integrated Care 5-year Plan which must be in place before 31 March 2023. The plan will provide the operational detail about how the strategy's vision will be realised at an ICB level. We expect to see a clear delivery plan for achievement of the outcomes we have identified for each of our priorities.

For many of the areas of focus and enablers detailed in this strategy, there are existing or emerging strategies and plans which have their own governance mechanisms for delivery and monitoring. We will not create burdensome reporting mechanisms on top of these. However, we do plan to develop a core set of high-level metrics for each of our priorities so that progress against intended outcomes can be properly monitored, with oversight through our Integrated Care Partnership and regular reporting to our Health and Wellbeing Boards.

As we monitor our impact and hold ourselves to account for delivery of this strategy, we will also draw on stories and lived experiences from the people we serve, to understand where we are making a difference and where there is more to be done.