



Coventry and Warwickshire  
Health and Care Partnership

# Chair of ICS Recruitment Pack

Coventry and Warwickshire  
Integrated Care System

## Contents

- 02 . Welcome
- 03 . An introduction to our ICS
- 04 . Our Vision
- 06 . Our Partners – Working together
- 08 . The People of Coventry and Warwickshire
- 10 . Our current governance arrangements
- 12 . Our operating Model
- 14 . Working in Coventry and Warwickshire

## Welcome

Thank you for your interest in the role of Chair for The Coventry and Warwickshire Integrated Care System (ICS).

The ICS is looking for an inspirational Chair, who, alongside the Chief Executive, Executive team, local chairs, NEDs and Local Authority colleagues across the partnership organisations, can lead Coventry and Warwickshire in the next stage of our transformation.

Across Coventry and Warwickshire, people are committed to working together to ensure our services are high quality and meeting the needs of our communities. Our colleagues are passionate about the roles they fill and have the expertise to think innovatively and put forward new ideas to improve our services. Coventry and Warwickshire is a large geographic area and we have some big challenges ahead to meet the needs both now and in the future for our patients, carers and communities.

The Chair will be instrumental in providing system leadership, engaging leaders through 'Place', and helping us to influence and shape the future development of a mature Integrated Care System with health and social care partners.

## An introduction to our ICS

In Coventry and Warwickshire we are working to help everyone lead healthier and happier lives, be part of a strong community and benefit from effective and sustainable health and care services where and when they need them most. To do this we work together in partnership across health and social care, removing the barriers between services and joining up care around people and populations.

We have well-established ICS leadership and Governance arrangements for our System, along with well-developed, distributed Place based activities which include all key NHS and local authority partners, Primary Care Networks, our Voluntary Community Sector and our communities working together to tackle inequalities.

The two Health and Wellbeing Boards across the two local authorities are a strong asset to our system and provide strength through the cross-sector activities and experiences the members bring. The group work to improve the health and wellbeing of local people with a shared aim to reduce health inequalities. These Boards come together regularly as a Place Forum, collaborating across the ICS area to reduce health inequalities and strive for better health outcomes for our population.

At the beginning of 2020, the introduction of mutual aid to help deliver the response to COVID-19 demonstrated a substantial and consistent response from all partners, working as a system to support each other at all levels and resolve issues. This partnership working approach continues through our successful on-going vaccination programme which has seen over 1 million people vaccinated in Coventry and Warwickshire.

In addition, the system has been designated as a NHS 'Elective Accelerator' site, receiving £10 million to help us go further and faster in reducing our waiting lists for elective procedures, building on our innovation to make sustainable change for our citizens.

Our service transformation is grounded in our strong clinical leadership, including the Out of Hospital arrangements, integrated discharge teams and more recently, the redesign of Stroke services. We continue to foster a strong commitment to support and develop our workforce so that they can offer the best care to our patients and communities. We value diversity across our workforce and our ambition is to work together to promote a more inclusive environment, which attracts all candidates and signals our commitment to celebrate and promote diversity. We strive to be a local employer of choice, using employment, education and training to improve health and lifestyle choices as an important part of our strategy.

We're committed to making things better in Coventry and Warwickshire, and we're looking for a Chair who is ready to help us lead the way.

You can find out more about our ICS and our story at our website


[www.happyhealthylives.uk](http://www.happyhealthylives.uk)






# 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



# Our Partners – Working together

As a system, we are fortunate to have strength and variety across the local health and social care organisations who make up our ICS. We have developed a strong working relationship which has been demonstrated in recent service transformation and COVID-19 response.

## Our Clinical Commissioning Group

There is a single CCG covering Coventry and Warwickshire, coterminous to our ICS boundaries.

## Our Local Authorities

There are two local authorities within the ICS boundary, Coventry City Council and Warwickshire County Council.

- |  |                    |
|--|--------------------|
| • Coventry City Council services       | Good - Outstanding |
| • Warwickshire County Council services | Good               |

## Our Providers

### CQC Inspection rating

- |   |                      |
|---|----------------------|
| • Coventry and Warwickshire Partnership NHS Trust         | Good                 |
| • South Warwickshire NHS Foundation Trust                 | Outstanding          |
| • University Hospital Coventry and Warwickshire NHS Trust | Good                 |
| • George Eliot Hospital NHS Trust                         | Requires Improvement |

## Wider partners and stakeholders

Our GP practices are an integral part of our system, taking the clinical lead jointly with secondary care services within our Place functions. Coventry and Warwickshire also benefits from a large and active voluntary and community sector with representatives from a range of organisations working with ICS partners to develop and deliver services.





# The People of Coventry and Warwickshire

## Our Population

Our population is growing, with a total estimated population of just under 950,000 in 2019 compared to just under 850,000 people in 2009; an increase of approximately 100,000 people. The growth is steeper in Coventry than in Warwickshire, where the population has risen by 18.8% from 2009 to 2019, compared to 8% in Warwickshire over the same time period. This growth in our population is expected to continue to over one million people by 2029.

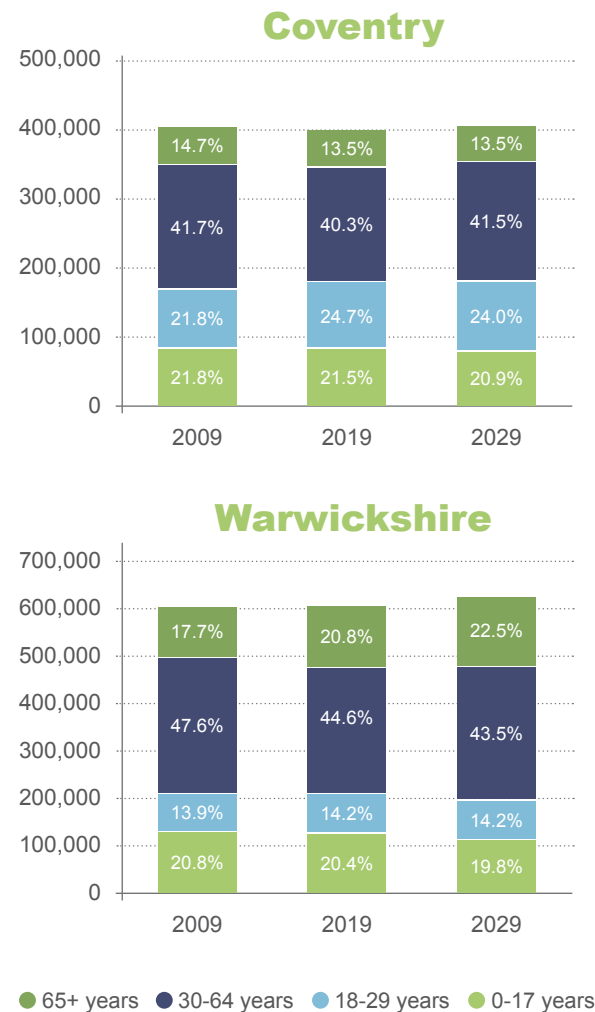
## Life expectancy



**Warwickshire** 79.9 years 83.6 years

**Coventry** 78.3 years 82.4 years

**National average** 79.6 years 83.1 years



## Gap in life expectancy

Most deprived areas compared to the least deprived areas life expectancy in:

**Warwickshire** 7.8 years 5.1 years

**Coventry** 10 years 8 years

Coventry is the 46th most deprived local authority area out of 326 across England.

**Coventry** is ethnically diverse with **33%** of the population from minority ethnic groups

**Warwickshire** is **92%** white. **7.3%** were born elsewhere in the European Union. The largest minority ethnic group are Asian or Asian British

**120** languages spoken in Coventry and Warwickshire

- Most common languages spoken (after English)**
- | Coventry  | Warwickshire |
|-----------|--------------|
| - Bengali | - Polish     |
| - Polish  | - Punjabi    |
| - Urdu    | - Gujarati   |
| - Tamil   | - Nepalese   |
| - Punjabi | - Urdu       |

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

**Warwickshire** has an older population with **21%** of the population over 65 – higher than both the West Midlands and National averages

**Coventry** has a much younger age profile than England in general – two universities contribute to the average age being **32.1 years**, **14.6%** between 18-24

In **Coventry**, **39%** of live births in 2015 were to mothers who were born outside the UK

Across **Warwickshire**, live births to mothers who were born outside of the UK varied as a proportion of all births, ranging from **5.6%** in North Warwickshire to **26.9%** in Rugby

The main religions in Coventry and Warwickshire after **Christianity** are **Muslim, Sikh and Hindu**

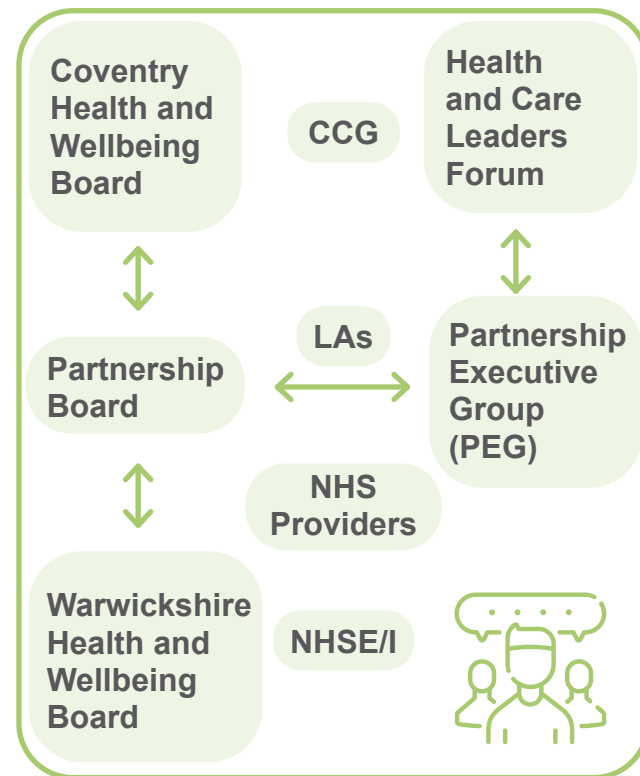


**Active LGBT+ communities**  
Warwickshire PRIDE  
Coventry PRIDE

# Our current governance arrangements



## Leadership/Oversight and Assurance



## Delivery (restoration and reset)



## Enabling and Expert Advisory Groups (EAGs)



# Our Operating Model

## Regional / Sub - Regional Partnerships

CCG / Spec Com / NHSEI Commissioning arrangements, across whole pathways for regionally designated services.



Outcomes Framework and Population Health Management capability with aligned system financial framework

## ICS Whole System Working

Overarching Five Year Plan, System Priorities and Clinical Services Strategy



Consistent clinical standards, guidelines and thresholds

- System Outcomes Framework and Population Health Management capability at all levels
- PCNs
- Place ICPs



Strategic Commissioning Function (CCG and LAs) ensuring consistency of outcomes, care and standards across care pathways



## ICP Place Working

- 1
- 2
- 3
- 4
- 5

Partnership of health and care providers with local collaboration to influence the wider determinants of health.

- Operational collaboration of all partners and with patients and populations.
- Aggregated integration wrapped around PCNs

Local delivery infrastructure to implement Place transformation in line with Five Year Plan and System Priorities.



## PCN Neighbourhood Working



- Integrated care provision by local MDT teams
- Populations based on GP lists
- Collaboration between local providers including VCS and community assets

- Robust use of PHM data
- Proactive case management, prevention and risk stratification
- Local implementation to meet specific population needs



# Working in Coventry and Warwickshire

Coventry and Warwickshire offers huge variety and many great places to live and work. It is home to two of the top 50 universities in the country, one of the oldest castles in history and the city of Coventry is UK City of Culture for 2021.

Coventry is the second largest city in the West Midlands and the heart of England. It is surrounded by public parks and rural countryside. As well as showcasing the great outdoors, Coventry is full of history such as the ruins of the Coventry Cathedral.

Warwickshire is one of the most historical and cultural counties in England with visitors from all over the world. The area is also home to the towns of Warwick, Rugby, Nuneaton, Stratford-Upon-Avon and Leamington Spa. These are a mix of large market towns and have rich history and plenty of things to do from urban to rural activities.

The area offers a range of properties for all budgets and lifestyles, from city centre living to suburban family homes, and from new developments to older buildings. The town of Rugby, for example, is an ideal commuter town for both Birmingham and London whilst still having affordable housing prices.

For other useful links to information about living in Coventry and Warwickshire, please visit:

- [www.coventry.gov.uk](http://www.coventry.gov.uk)
- [www.warwickshire.gov.uk](http://www.warwickshire.gov.uk)







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