

# Coventry Health and Wellbeing Strategy 2019-2023 – have your say

## **1. What is our Health and Wellbeing Strategy?**

The Health and Wellbeing Strategy is a high level plan for reducing health inequalities and improving health and wellbeing for Coventry residents. It will be used by the Council and other local health and care partners to inform plans for commissioning services and will shape work with partners to meet health and social care needs and address the social determinants of health.

The Strategy is owned by the Coventry Health and Wellbeing Board, which brings together senior leaders from Coventry City Council, West Midlands Police, West Midlands Fire Service, voluntary sector organisations, Coventry and Rugby Clinical Commissioning Group, acute and community NHS trusts, and local universities.

## **2. Our journey**

Coventry has been tackling health inequalities as a Marmot City since 2013. Our current Health and Wellbeing Strategy 2016-19 is based around three priorities:

- Working together to reduce health and wellbeing inequalities (as a Marmot City)
- Improving the health and wellbeing of individuals with multiple complex needs; and
- Developing an integrated health and care system that provides the right help and support to enable people to live their lives well

These priorities have galvanised commitment to work in partnership and clear benefits have been realised through new partnership structures and collaborations with organisations that may not historically have recognised their role in contributing to health and wellbeing outcomes. Partnership is now in our DNA as a city.

However, although we have strong partnership working around specific priorities, we don't always join up what we do and make the connections between different areas of work. This means we miss opportunities to identify synergies and complementary activity and don't always get the best outcomes as a result.

To do this better we think we need to move to a 'population health' approach which takes a holistic view of everything that impacts on people's health and wellbeing.

## **3. Expanding our work – The case for change**

Over the past 6 months we have been building our understanding of assets and needs in the city, through analysis of evidence from data sources and by talking to over 200 residents and 70 community organisations about the key issues facing local communities.

We know from this Joint Strategic Needs Assessment that:

- **Coventry has a growing, changing and increasingly diverse population.** Whilst population growth has been highest amongst 18-29 year olds, the growth of over-65s is expected to accelerate and outpace other groups within 10-15 years. This means there is a need to focus on preventative health amongst the working age population now to help manage future demand on health and care services. With population growth concentrated in certain parts of the city, there is an increasing imperative to take a place-based approach to service planning.
- **Overall health in the city is below average, with residents living in more deprived parts of the city not only living shorter lives but also spending a greater proportion of their lives in poor health.** Males living in some parts of the city can expect to live up to 10 years longer; and for females, the gap is 8 years. This difference is linked to a number of inequalities related to deprivation. Premature mortality is also higher than average in the city and there are avoidable differences in health outcomes, particularly around issues such as alcohol use, obesity / physical activity, Tuberculosis and sexual health.
- **Despite the city's comparatively good performance in the areas of education and skills and economic growth, significant pockets of deprivation limit people's opportunities to succeed in life.** 19% of Coventry neighbourhoods are amongst the 10% most deprived nationally and by the age of five, fewer children achieve a good level of development (68%) than nationally (72%) or in similar places, with the most disadvantaged even further behind. We know that social inequalities and life chances are already established from these early years of life.
- **Increasing fear of crime impacts on residents' health and wellbeing,** with an increase in violent crime (reflecting national trends) and people in the city reporting feeling increasingly unsafe. **Most notably nearly a third of young people feel unsafe in the city,** with only 16% of the city's young people saying they felt very safe or safe in the city in 2018.
- **The city has a high level of homelessness, particularly amongst young people and families.** This is putting sustained and significant pressures on the local housing system. At any one night in 2017/18, between 190 to 250 Coventry families with dependent children spent the night living in emergency or temporary accommodation. We know that good quality housing for all leads to better health and wellbeing, as it indirectly affects early years outcomes, educational achievement, economic prosperity and community safety

The challenge in Coventry, as elsewhere, is to break the link between poor health and poverty.

The key message we heard from community organisations we spoke to was that communities are best placed to address health challenges. This is because they have networks, understanding and legitimacy. However, their resources are limited and capacity is stretched. The public sector must therefore change how it works with communities, by shifting to an 'enabling' leadership style, joining forces and building capacity.

More information about the findings from our Joint Strategic Needs Assessment can be found at [www.coventry.gov.uk/jsna/](http://www.coventry.gov.uk/jsna/).

#### **4. What do we want to achieve over the next 4 years?**

Based on this understanding of local needs, we are proposing **three strategic ambitions** for the health and wellbeing of our residents which together encompass our **long-term vision for change** for health and wellbeing in Coventry.

The outcomes we hope to achieve are:

1. People will be healthy and independent for longer
2. Children and young people will lead successful lives
3. People will live in connected, safe and sustainable communities

#### **5. How we will do this – our population health framework**

There is consensus nationally that to reduce health inequalities and improve health outcomes, we need a population health approach.

We are proposing a population health framework for Coventry which will underpin everything we do as a health and wellbeing system to achieve our long-term vision for change. Taken from a [model developed by the King's Fund](#) (a national health and care think tank), this is based on four components that impact on people's health and wellbeing. For us in Coventry this means:

- **Wider determinants** – embedding the Marmot City approach by working in partnership to tackle health inequalities through addressing the social determinants of health
- **Our health behaviours and lifestyles** – aligning and coordinating prevention programmes across the system to maximise impact and tackle barriers to healthy lifestyle choices
- **The places and communities we live in and with** – working together in our places and with our communities to mobilise solutions, informed by our understanding of local needs and assets from our place-based JSNAs
- **An integrated health and care system** – health and social care commissioners and providers working together to commission and deliver services in Coventry

We plan to invest our energies and resources in making sure we get these foundations right and we will make sure that all of our plans and activities consider each of these components and – most importantly – the connections between them. We recognise that we have particular work to do around 'the places and communities we live in, and with' – by fundamentally changing the way we work with communities.

We will require that every item brought to the Health and Wellbeing Board can be clearly mapped onto our population health framework.

We anticipate that using this framework would have a positive equalities impact and that by focusing on these four areas we will have a much better understanding of the needs of people with protected characteristics. A population health approach means we will be concerned to improve outcomes for everyone, and will lead to a particular focus on health inequalities and

tackling the causes of these. A renewed focus on working with our communities to mobilise solutions will cause us to talk to, and work more closely with, representative groups and organisations.

## **6. Making it real**

We want to focus on **three initial specific priorities** where we can make a tangible difference in the short-term by working together in partnership. We will use these to bring our population health framework to life – they will be our test bed for learning how to do things differently and change the culture of how we work.

The following potential priorities are suggested based on data and issues arising from our Joint Strategic Needs Assessment:

- Social isolation and loneliness
- Screening and immunisation uptake
- Young people and violence and exploitation
- Young people's mental health
- Giving every child the best start in life
- Temporary housing and homelessness
- Health impact of air quality
- Access to urgent care

For each priority we will develop a detailed action plan, with clear performance measures, based around the four components of our population health framework; and we will monitor and report progress against the plans to the Health and Wellbeing Board. We propose to evaluate the impact made and review these priorities after 18 months to two years.

**In addition**, we want to hold ourselves to account for changing the way we work together in our places and with our communities to mobilise solutions. We plan to include a further specific priority in our Health and Wellbeing Strategy to reflect this: **'Working differently with communities'**.

## **7. Our ways of working**

The following principles, which form part of the Coventry and Warwickshire Health and Wellbeing Concordat, will underpin the way we work as Health and Wellbeing Board partners:

- **Prioritising prevention:** we will tackle the causes of health-related problems to reduce the impact of ill-health on people's lives, their families and communities. We will seek to address the root causes of problems, listening to local people's priorities and acting on their concerns.
- **Strengthening communities:** we will support strong and stable communities. We will listen to residents to understand what they want from the services we provide and encourage them, to lead change themselves where possible.

- **Co-ordinating services:** we will work together to design service which take account of the complexity of people's lives and their over-lapping health and social needs. 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.
- **Sharing responsibility:** we value the distinct contributions by all organisations that are represented on the Health and Wellbeing Board. We will maintain partnerships between the public sector, voluntary and community sector, local business and residents, recognising that we share a responsibility to transform the health and wellbeing of our communities. We will pool resources, budgets and accountabilities where it will improve services for the public.

## 8. How to have your say

We would like to hear from partner organisations, community groups and frontline staff involved in delivering health and care services and working in the city to improve health and wellbeing, as well as individual residents with an interest in how the Strategy affects you and your communities. Please visit our website to complete the survey **by 3 June 2019**:  
[www.coventry.gov.uk/hwbstrategy](http://www.coventry.gov.uk/hwbstrategy)

To request a paper copy of the survey or for further information, please contact:

Debbie Dawson      tel. 024 7697 1406      email [debbie.dawson@coventry.gov.uk](mailto:debbie.dawson@coventry.gov.uk)

