



Croydon Health and Care Transformation Plan 2019/20 – 2024/25

“Working together to help you lead your life”



Health and care organisations in Croydon are working together to make services more joined up through a programme called **One Croydon**

The Croydon Health and Care Transformation Plan sets out priorities and long term goals for improving health and wellbeing across the borough

Building on recent successes, our aims are to:

- ▶ focus on prevention and encourage residents to be more proactive in their healthcare
- ▶ make the most of communities' skills and assets
- ▶ put services back into the heart of the community

“The only way we can make meaningful and sustainable change and improvement is by working together.”

Councillor Louisa Woodley, Chair of the Croydon Health and Wellbeing Board.





Croydon – the local picture...

- Significant health inequalities including 10 year difference in life expectancy
- Two thirds of adults are overweight/obese
- 1 in 8 adults smokes
- 23% of population has two or more long term conditions
- 1,300 people estimated to have undiagnosed dementia

Complex health needs

- One of the fastest growing boroughs in London
- Ageing population
 - Largest number of young people in London
 - Life expectancy in Croydon for both men and women is higher than the England average – this masks stark health inequalities across our borough

Rising need

- Estimated financial deficit by 2023/24 is approximately £160 million across Croydon, including Croydon Council, Croydon Health Services and NHS Croydon Clinical Commissioning Group if we do not take action

Finances

- Shortage of nurses and GPs
- Challenges recruiting specialist social workers
- Difficulties attracting staff to outer London borough
- More than a third of residents volunteer - contributing to society and the local economy
- Croydon has a large voluntary sector, with a high number of registered charities operating

Workforce

Our strategic approach



One Croydon
Your health and care partnership

Our challenges show we are not delivering all of the outcomes we want for the people of Croydon and the current health and care system continues to face financial challenges.

Focus on prevention and proactive care

- ▶ our overall aim is to **keep people well**
- ▶ if people do have a problem we want to give them the tools to **help themselves**
- ▶ for those that have the greatest need, we want to offer services **in the right place, at the right time, first time**



Connecting individuals and communities

- ▶ we want to offer communities care **based on local needs**
- ▶ connecting people to local support networks and voluntary organisations helps them take control of their own wellbeing

Integrated services that are tailored to the needs of local communities

- ▶ local people should have access to services closer to home
- ▶ services must be accessible and responsive to individual needs

Modern hospitals for physical and mental health

- ▶ only those that need to, go to hospital.
- ▶ by working better together we will make Croydon Health Services the place to go for local people to receive quality care and the best outcomes for themselves and their families.



We're already making a difference



One Croydon
Your health and care partnership

- ▶ Personalised care at home in Croydon has delivered co-ordinated support for older people with long term conditions
- ▶ Our 18 **personalised independence coordinators** aim to break the cycle of hospital admissions and this has resulted in fewer patients needing care packages for longer than six weeks after leaving hospital

An integrated system



One Croydon
Your health and care partnership

Working together we aim to improve the health of the people of Croydon, while also reducing inequalities both in life expectancy and healthy life expectancy. We began our journey focusing on the over 65's, our next step is to extend our scope to the whole population, aligning interventions and services to need, helping those that experience the worst health improve their health the fastest.

1. Our delivery model

To deliver preventative and supportive self-care for the whole population and to engage the community directly requires:

- a. **Community services to be organised around localities and neighbourhoods** – GPs will form Primary Care Networks, a model aimed to bring GP practices together with the broader community provides such as District Nursing, Pharmacies, and Social Care to be more proactive in their community and help reduce administration costs. Additionally, wider council services will be delivered through three gateway hubs around the borough. Specific health and care services will be targeted to where they are most needed.

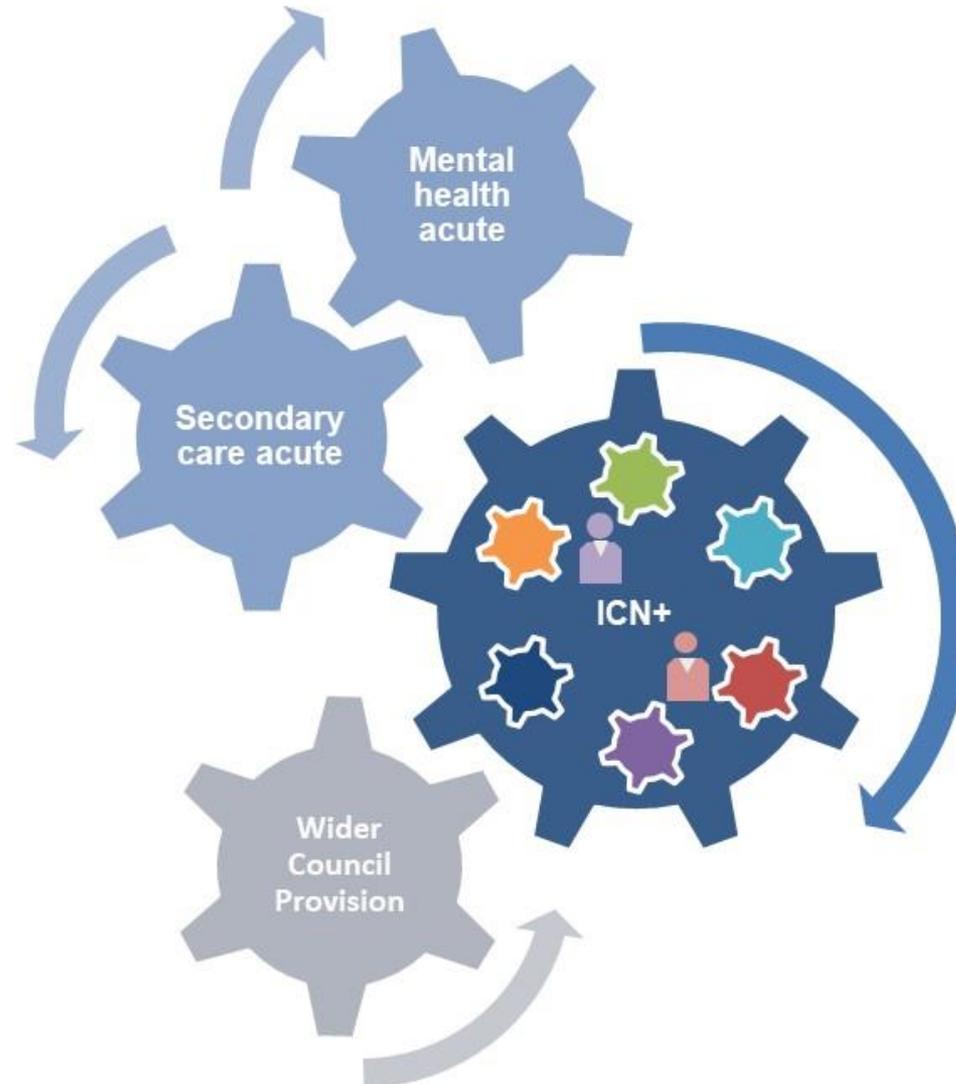
We will be setting up local structures to enable health and care staff to truly work together, sharing their skills and breaking down artificial professional boundaries.

- b. **Modern acute hospitals - both secondary and mental health** – more integrated, preventative local care will support people to stay independent as long as possible and only go to hospital when they really need to.

An integrated system



One Croydon
Your health and care partnership



- General practice
- Social care
- Mental health
- Community
- Voluntary and Community
- Pharmacy and more

How will we deliver transformation?



One Croydon
Your health and care partnership

We have developed a number of programmes to deliver our collective vision for health and care focusing on our priorities for the next two years

Together for Health and Care

Focus on long term conditions, voluntary sector partnerships and digital solutions to help people access services

Locality development

Focus on integrating primary and community care to provide localized services and support those most in need

Modern acute hospital – physical and mental

Focus on improving efficiency and care models in Croydon Health Services NHS Trust and working with hospitals across South West London on financial challenges

Better start in life and maternity

Focus on children and young people's mental health, healthy pregnancies and support for families

Mental Health

Focus on improving support for mental health problems in primary care and the community and assessing options for better housing for those with severe mental health problems

All disabilities

Focus on more flexible, joined-up care for those with disabilities, including looking at digital solutions e.g. telecare for those with dementia



Our focus for the next two years

Together for Health and Care

- ▶ Develop a new *long-term conditions model of care* prioritising diabetes, cardiovascular disease and respiratory disease
- ▶ Develop a *voluntary and community sector partnership*
- ▶ Develop digital solutions to support people to access help and services quickly and easily

Locality development

- ▶ Develop a range of fully integrated locality based primary and community services, building on our Integrated Community Networks and Living Independently for Everyone (LIFE) programmes
- ▶ Extend *proactive case management* by building on the LIFE programme



Our focus for the next two years

Modern acute hospital – physical and mental

- ▶ Improve patient pathways between community and hospital services to improve efficiency and promote Croydon Health Services as the provider of choice for patients and GPs in the borough
- ▶ Continue to work with the other hospital trusts in south west London to look at how to collectively improve the clinical and financial position
- ▶ Redesign flows within the hospital to support delivery of the four-hour emergency department waiting times standard

Better start in life and maternity

- ▶ Implement children and young people's mental health transformation plan
- ▶ Implement Early Help Strategy focusing on developing resilient families
- ▶ Redesign the paediatric pathway to ensure greater integration with primary care so that services for children are joined up between hospital, community and primary care services
- ▶ Implement the Healthy Pregnancy Programme to improve immunisation rates, breastfeeding rates, parenting support and the Live Well programme uptake



Our focus for the next two years

Mental Health

- ▶ Implement the mental health community hub and spoke model
- ▶ Improve the patient pathway for local people who are in mental health crisis
- ▶ Provide greater mental health support in primary care
- ▶ Improve integrated housing by developing a wider range of housing options for those with severe mental health problems

All disabilities

- ▶ Give working age people flexible care that they can arrange themselves and have choice and control over
- ▶ Provide more joined up care for people with disabilities by implementing locality-based services and bringing multi-agency teams together
- ▶ Transform our practice for children with disabilities to provide consistent, high quality and proportionate support throughout their childhood and the transition to adulthood
- ▶ Provide digital solutions and assistive technology to support access and management of care for people
- ▶ Have good conversations with people and use Community Led approaches, looking at what's strong, not what's wrong

We're already making a difference



One Croydon
Your health and care partnership

- ▶ GPs were finding that up to one in three appointments was about a non-medical issue that they could not treat: from loneliness and bereavement to concerns over benefits or housing
- ▶ **Social prescribing** is a way to connect GP Practices to local activities that are beneficial to their patients. Some Croydon neighbourhoods have lots of groups, classes and activities that help support people to improve their physical and mental health

- ▶ In six months, there were over 28,000 attendances across a range of activities and 37 of Croydon's 50 practices are now referring





What will this mean for you?



- ▶ **A better start in life** – more support for children, young people and their families
 - ▶ **Helping people stay well** – preventing long term conditions and supporting people to understand and manage their conditions independently
 - ▶ **Helping people manage well** – expanding the social prescribing model to help people improve their emotional and mental wellbeing
 - ▶ **Helping those with greatest need** – more support for patients and carers of those with dementia, autism and disabilities, helping them to stay out of hospital
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- ▶ **Developing active communities** – promoting the range of voluntary sector agencies available and helping people create their own support networks
 - ▶ **Developing locality-based care** – more services available in community spaces and more Integrated Care Networks for those with complex needs
 - ▶ **Wider determinants of health** – more work with local authority, schools, colleges and businesses to address non-clinical determinants of health, e.g. housing

“We believe in an approach that means our residents get the care, support and interventions they need without having to know who is doing it, or how – it just works.”

Dr Agnelo Fernandes, Vice Chair of the Croydon Health and Wellbeing Board, Clinical Chair of NHS Croydon



- ▶ Do you understand what we will be focusing on for the next two years?
- ▶ Do you agree with the actions we are proposing to improve the health and care of local people over the next two years?
- ▶ Is there anything missing in our plans that you would expect to see there?
- ▶ Have you any other comments about the Croydon Health and Care Plan discussion document?
- ▶ What role would your organisation or group be able to play to support the delivery of these plans? Please share with us your contact details.
- ▶ <https://www.surveymonkey.co.uk/r/CroydonHealthandCarePlan>

Next steps



One Croydon
Your health and care partnership

We will review and consider all comments and feedback and use them to inform the final report, which will be published in July 2019

Please share your views with us by Monday 17 June 2019

If you have further thoughts after the event please contact us at:
croydon-getinvolved@swlondon.nhs.uk

