

REPORT TO:	HEALTH AND WELLBEING BOARD (CROYDON) 14 December 2016
AGENDA ITEM:	8
SUBJECT:	Live Well Croydon
BOARD SPONSOR:	Rachel Flowers, director of public health, Croydon Council

BOARD PRIORITY/POLICY CONTEXT:

The proposed model for Live Well Croydon seeks to provide a universal behavior change platform, available to the whole population, making use of digital technology. The digital service 'Just Be' will provide information, interventions and advice on a range of healthy lifestyle issues. 'Just Live Well' will complement 'Just Be' by providing a targeted face to face service for populations at higher risk.

The proposed model will also contribute to the health and wellbeing board's vision of increased resilience and independence by providing the information people need to live physically and mentally healthy lifestyles and to make healthy choices. It will provide support to people in communities who need it most to reduce differences in life expectancy between communities.

Croydon's Opportunity and Fairness Commission identifies the need to build on existing assets in communities, to address inequalities, while ensuring everyone has equal opportunities. The implications of this for healthy lifestyle services are the need to design a universal offer that is able to reach more people, maximising the assets already available in the borough, while targeting service solutions and budget to support those who experience poorer health and need additional support to make lifestyle changes.

The proposed model also includes the development of the 'Live Well Alliance', which aims to bring together partners and organizations across the Borough to better understand opportunities to support lifestyle change within our communities so our residents can have happier and healthier lives. This will involve developing a 'Making Every Contact Count' style programme to upskill and empower our communities to make adopting healthier lifestyles everybody's business.

FINANCIAL IMPACT:

The service is commissioned by Croydon Council and will funded through the public health grant.

1. RECOMMENDATIONS

- 1.1 This paper intends to inform the HWB on the direction of travel for the Live Well Croydon programme following the discussion at the September Board around Tobacco Control and the steps undertaken through the October - November pause and listening exercise conducted with numerous stakeholders.

2. EXECUTIVE SUMMARY

- 2.1 Croydon Council's Live Well Croydon programme (for adults aged 16+) aims to make it easier for residents to look after their health and wellbeing. Croydon's existing lifestyle services (MI Change, Adult Weight Management, Alcohol Screening, and Smoking Cessation) are currently commissioned and delivered as separate services, which misses the critical opportunity to address multiple risk behaviours at the same time. The Live Well Croydon programme is redesigning and integrating these services into a new innovative, holistic lifestyle model that delivers better outcomes for those at risk of ill health.
- 2.2 There are three parts to the Live Well Croydon Programme; a digital behaviour change platform, known as 'Just Be' that will provide information, interventions and advice on all lifestyle services. This service launched on 8th November 2016.
- 2.3 Secondly, an evidence based, face to face, holistic lifestyle service that utilises motivational interviewing, known as 'Just Live Well'. This will launch in April 2017.
- 2.4 Finally, we are developing a 'Live Well Alliance', bringing together partners and organizations across the borough to better understand opportunities to support lifestyle changes within our communities so our residents can have a happier and healthier life. This will also involve developing a 'Making Every Contact Count' style programme to upskill and empower our communities to make adopting healthier lifestyles everybody's business.
- 2.5 Through integration of current lifestyle services, the Live Well Croydon programme is expected to realise efficiency savings by reducing the number of external contracts, shifting demand management in house and starting to commission services around behaviour change rather than targeted services. The efficiency savings will be used to address the expected reduction in the public health grant of 3.9% per year till 2020.

3. DETAIL

- 3.1 Healthier behaviours such as being more active, eating a healthier diet, not smoking and maintaining a healthy weight are important ways to maximise health and wellbeing, however they are only part of a whole system approach that needs to recognise the importance of what creates good health and wellbeing for the people of Croydon including good quality housing, educational attainment, well paid employment and safe and inclusive neighbourhoods.
- 3.2 In 2015-16, public health funded a range of healthy lifestyles services to support an increase in healthy behaviours among eligible people in Croydon at a cost of £1.5m. Public Health propose to decommission all current lifestyle service contracts (smoking cessation, adult weight management, physical activity and alcohol harm screening) to develop a more integrated service that is people focused around behaviour change. To ensure business continuity, all current services will be accessible for residents until 'Just Live Well' launches on 1 April 2017.

- 3.3 The Live Well Croydon programme will be fully funded through the public health grant and will improve people's access to information on improving health and wellbeing. 'Just Be' will be supported by integrating our existing lifestyle services to develop a person-centred, holistic lifestyle service targeted at residents in areas of deprivation with the greatest needs, and will provide savings of £300,000 compared to the cost of the current service provision. The savings will be used to address the expected reduction in the public health grant of 3.9% per year till 2020.
- 3.4 Croydon Council conducted an options appraisal of the following delivery models (internal, external, and mixed (internal and external) through a number of activities:
- Public Health carried out a market engagement exercise to establish the framework for re-commissioning services as an integrated Live Well service. The engagement took two parts:
 - A Questionnaire: The purpose of the questionnaire was to ascertain the experience of providers delivering lifestyle services, reducing health inequalities, and implementing behaviour change programmes whilst utilising digital platforms.
 - A Market Engagement Event: The event, held on 4 November 2015 was conducted to further explore the commissioning strategy and to understand the appetite and suitability of the market.
 - An option to go out to tender for a holistic lifestyle service was considered and rejected as there is not enough time to complete this process and deliver the desired outcomes with a single provider. Opportunities for future joint working with other council departments may also be lost if the service is externally provided.
- 3.5 The Live Well Croydon programme will be delivered through a mixed (internal and external) model. The programme will be managed and delivered by District Centres and Regeneration in Croydon Council, thus maximising the opportunity to align lifestyle services with improved access to green spaces, regeneration and sports and physical activity services delivered by the Council. The Council will also go out to tender for service providers in the health and voluntary sectors to support the internal team's face to face provision.

'Just Be' Croydon – Our digital behaviour change platform

- 3.6 'Just Be' is a web-based, interactive resource, which will provide our residents with a central hub for public health services and products. The website will act as a go to resource, providing help and support to residents on issues such as weight management, alcohol harm reduction, physical activity, mental health and well-being and smoking. It will feature digital tools such as videos, apps and podcasts that can be viewed and downloaded.
- 3.7 The aims of a web based, digital and online platform are:
- To develop an interactive website that encourages local people to take responsibility for their health and wellbeing
 - To engage with local residents and signpost them to tools and services that will help them to make a positive change

- To enable people considering change to make it happen by providing interactive tools and experiences that move and motivate people to act
- To build and maintain a relationship with local residents and communicate with them regularly

3.8 The Council intends to integrate in-house services to improve and influence the wider determinants of health such as improving connectivity through Live Well Croydon and the 'People's Gateway' or 'My Croydon' as well as in partnership with 'Go On Croydon' to ensure capacity is built within the community to access online behaviour change services. Croydon Council will collaborate with NHS Croydon to develop a cohesive online approach to improving health and wellbeing for our residents.

Just Live Well

3.9 Public Health and District Centres and Regeneration are co-creating delivery of a blended face to face lifestyle service across the Council, health services and the voluntary and community sector. Just Live Well, will be:

- Outcomes focussed
- Offer integrated and holistic support
- Have a single point of access through 'Just Be Croydon'
- Targeted at deprived communities who need the most support

3.10 Through programmes such as the People's Gateway, the Council is maximising its reduced resources by targeting them at high risk groups, maximising opportunities to better improve health and wellbeing and reduce inequalities; we propose to take a similar approach with the Live Well Croydon programme. The service will be open to residents who are located in the 20% most deprived areas nationally that reside in Croydon, who either smoke or are obese and have one other lifestyle risk factor e.g. are physically inactive or drinking at high risk levels. The service also proposes to work with our Acute Trust to support residents who are pregnant or have long term conditions. Finally, the service intends to work closely with voluntary sector to improve resident's emotional wellbeing and to increase active lifestyles.

3.11 'Just Be' acts as a single access point to our lifestyle services within the community following an online health checker. The health checker triages directly into the lifestyle service, and following an initial screening, residents will be directly referred to a provider that best meets their needs. Residents who have long term conditions or are pregnant and are already engaged with our Acute Trust's services will be able to access our lifestyle services directly through providers in the Trust.

3.12 'Just Be' enables the Council for the first time to manage demand and access into the service. If demand permits, eligibility can be widened to enable residents who live in less deprived areas (e.g. 25% / 30% deprived areas nationally that reside in Croydon) and if the service is at capacity, eligibility criteria can be restricted (e.g. 5% / 10% deprived areas that reside in Croydon).

3.13 To embed Just Live Well, our vision is that it will work in collaboration with a wider range of programmes and council run services such as the People's Gateway which can support targeting individuals and families. We also intend to strengthen partnership working across the CCGs 'Together for Health' programme and 'Outcomes Based Commissioning' a joint programme across Council and Health services.

3.14 The Live Well Croydon programme is fully funded through the public health grant and will be delivered by District Centres and Regeneration in Croydon Council, thus maximising the opportunity to align lifestyle services with improved access to green spaces, regeneration and sports and physical activity services delivered by the Council. 'Just Live Well' will launch on 1 April 2017.

Live Well Alliance

3.15 We are in the process of developing a behaviour change alliance, known as the 'Live Well Alliance'. We want to work with our community partners to utilise the assets we have across the Borough, such as Crystal Palace FC Foundation's health programmes; Pharmacy Health Champions Network; and Croydon Voluntary Action's ABCD Programme to empower a Borough wide partnership, galvanising our communities to make adopting a healthier lifestyle everyone's business.

3.16 We are also developing a Borough wide 'Making Every Contact Count' style programme to support our community partnerships and stakeholders and instil the confidence to help their friends, families, colleagues or clients to access support to have a happier and healthier lifestyle.

4. CONSULTATION

4.1 Following legal advice, it was determined that a formal consultation was not required on the proposed changes to lifestyle services.

4.2 In November 2015, Croydon Council carried out a market engagement exercise to understand if there was a market available to deliver an integrated lifestyle service. We learnt that there was an emerging but not yet mature market place, and as such decided to explore delivery of an internally driven service, blended with procured services in the health and voluntary sector as the desired outcomes were not likely to be achieved with a single provider.

4.3 In April 2016, Croydon Council conducted three focus groups with residents, to better understand the digital needs of our residents, with the intention to inform what services would best to support behavioural change.

4.4 In September 2016, Croydon Council ran engagement exercises with stakeholders and members of the public to feed into development of Just Be.

4.5 In September 2016, following a request from the Health and Wellbeing Board, Croydon Council paused the Live Well Croydon programme to undertake further engagement with partners. The following activities have been conducted so far:

- Engaged with the Local Pharmaceutical Committee Chief Executive and Chair and then attended the full Local Pharmaceutical Committee meeting
- A meeting with Croydon Health Services
- A meeting with MIND in Croydon
- A presentation on Live Well at the Croydon Voluntary Sector Alliance meeting and an invitation to member organizations to conduct further meetings around the development of the Live Well Alliance
- Attendance at GP Networks meetings in November
- Drafted a briefing to all primary care providers to offer assurances on current lifestyle services

4.5 The following activities are also planned for completion by December 2016:

- A meeting with the CCG Variations team
- A workshop to explore opportunities for joint working across 'Together for Health', 'Live Well Croydon' and 'Outcomes Based Commissioning'
- A Health Impact Assessment which includes a Stakeholder workshop

5. SERVICE INTEGRATION

5.1 The Live Well Croydon programme will join up lifestyles services that are currently separate into a holistic, person-centred offer. The vision going forward is to work in collaboration with a wider range of programmes and council run services such as the People's Gateway which can support targeting individuals and families. We also intend to strengthen partnership working across the CCGs 'Together for Health' Programme and 'Outcomes Based Commissioning' a joint programme across Council and Health services.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

6.1 The effect of the decision

- The Live Well Croydon Programme will be funded from the public health grant and will improve people's access to information on improving health and wellbeing. 'Just Be' will be supported by integrating our existing lifestyle services to develop a person-centred, holistic lifestyle service targeted at residents with the greatest needs, known as 'Just Live Well' and will provide savings of £300,000 compared to the cost of the current service provision. This saving will help ensure that the public health service is delivered within the reduced budget allocation for 2016/17.
- It is anticipated that there will be wider financial savings to health services budgets within Croydon as this programme is targeted at prevention and early intervention.

6.2 Risks

- There are no financial risks associated with this delivery model.

6.3 Options

- We could have opted to retain the current service provision but this option is not deemed to be viable from both a financial and service user

perspective.

6.4 **Future savings/efficiencies**

- At this stage it is not anticipated that there will be further direct savings other than those listed above but the service will continue to be reviewed and monitored.

7. **LEGAL CONSIDERATIONS**

7.1 Not applicable

8. **EQUALITIES IMPACT**

8.1 An initial equalities impact assessment has been completed, with the intention to complete a full equality analysis in preparation for when Just Live Well launches in April 2017.

8.2 The Council's Equality Strategy 2012, includes an aim to tackle health inequalities especially among people from Black and Minority Ethnic communities and disabled people living in some of the poorest areas of the borough, which sits with Theme 7: Improve Health and wellbeing by reducing Health Inequalities.

8.3 Our vision for Live Well Croydon is for Croydon to be a place where people are less stressed, it's easy to be active, to eat healthy food, drink sensibly and fewer young people start smoking. Unhealthy behaviours are the primary cause of early death and illness so encouraging residents to adopt healthier behaviours are important ways to maximise health and wellbeing.

8.4 Croydon Council has also undertaken a Health Impact Assessment (HIA) on the main elements of the programme. The stakeholder HIA workshop was attended by representatives of various council departments and partners in the health and voluntary community sectors. Findings and recommendations are currently being analysed and will be included in the final HIA report with plans for next steps.

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BACKGROUND DOCUMENTS

Equalities Impact Assessment