

REPORT TO:	HEALTH AND WELLBEING BOARD (CROYDON) 27 February 2019
SUBJECT:	Croydon's Health and Care Transformation Plan
BOARD SPONSOR:	<i>Agnelo Fernandes, Chair Croydon CCG</i> <i>Guy Van Dichele, Executive Director Health, Wellbeing and Adults</i>
BOARD PRIORITY/POLICY CONTEXT: <p>Croydon's health and care transformation plan will be a key delivery plan of the Health and Well Being Board's Strategy, which in turn provides the health and care and in parts the wider determinants response to the Croydon Local Strategic Partnership vision.</p> <p>The plan will also inform the South West London Health and Care Partnership Plan which is being refreshed.</p>	
FINANCIAL IMPACT: <p>Partner Directors of Finance are refreshing the Croydon wide financial position. The position is expected to be similar to that modelled in 2017 with approximately £160m cumulative challenge over 5 years if the system 'does nothing'.</p> <p>Our plans are required to improve health and well-being as well as ensure a sustainable health and care system.</p>	

1. RECOMMENDATIONS

- 1.1 To comment on and note the emerging health and care transformation plan
- 1.2 To note the health and care transformation plan will be signed off during March by partners and agree the Health and Well Being Board Executive Group sign off the health and care transformation plan discussion document for circulation in April. Publication will be in July 2019.

2. EXECUTIVE SUMMARY

- 2.1 The One Croydon Transformation Board is developing Croydon's health and care transformation plan.
- 2.2 It will be a key delivery plan of the Health and Well Being Board's Strategy, which in turn provides the health and care and in parts the wider determinants response to the Croydon Local Strategic Partnership vision. The plan will also inform the South West London Health and Care Partnership Plan which is being refreshed.

- 2.3 The plan will not start from scratch or replace individual partner plans, but will build upon them and on specific service strategies, by taking a common lens and identifying key areas of collaboration.
- 2.4 This report provides the draft plan on page, draft outcomes framework and draft implementation plans. The full plan will be available in March as a discussion document, with the final plan being published in the summer.

3. DETAIL

Introduction

- 3.1 One Croydon partners are on a journey to sustainably transform health and care services, working with wider South West London partners where appropriate.
- 3.2 A number of milestones have provided an opportunity to take stock of the significant progress made over the past years to transform services, to reset the momentum and the scale of transformational change and improvement and to set out Croydon's health and care transformation plan. These milestones include:
- The One Croydon Alliance Agreement, which sets out how partners will work together, extended its agreement to 2027 in March 2018 It also agreed to extend its term expand the remit of the Alliance Agreement to ensure system transformation for the whole population
 - The development of the Health and Well Being Strategy
 - The expected publication of the NHS Long Term Plan which in turn will need a local response. The South West London Sustainability and Transformation Partnerships is refreshing the South West London strategy and a local health and care plan will inform the South West London Plan.
- 3.3 A series of sessions have been held over the past months with partners to refresh our outcomes (health and care, system and financial) and to refresh our plans for delivering system transformation for the whole population.
- 3.4 In addition, there has been ongoing engagement to inform our plans. The latest held on 20 November 2019 involved over 160 members of the public, front line staff and stakeholder leaders (See Appendix 1 for a summary of the event).
- 3.5 Appendix 2 sets out a draft plan on a page, draft outcomes framework and draft implementation plans. System wide programme boards continue to work to refine our plans especially to ensure the engagement event feedback is reviewed and reflected appropriately in the final discussion document.

The draft plan on a page (Appendix 2)

Working together to help you lead your life

- 3.6 The plan on a page sets out a golden thread from our long term goals, through to our priorities, the approach we will take to all that we do, and finally the initiatives we will focus on. It shows how our plans align with the Health and Well

Being Board Strategy.

- 3.7 In essence our strategic approach is to keep people well. We want people to **stay well** and we want to prevent things becoming a problem, if people do have a problem we want them to be able to **manage well**, and have access to the things that will help themselves, and for those that have the **greatest need**, we want them to have access to services in the right place, at the right time, first time.
- 3.8 Factors such as the environment we live in, the education we receive and the relationships around us are major contributors to health, accounting for 80% of an individuals' health and wellbeing. We will work with the wider determinant factors that contribute to the health of residents the most. They each have a role to play in helping people stay well, manage well and supporting people with the greatest need.
- 3.9 Our strategic initiatives will ensure a whole system shift towards this preventative model of care, including self-care, self-management and personal resilience, with an asset based approach. We know in Croydon there are certain long term conditions that are more prevalent than others and we want to focus on trying to prevent further development of these conditions. Supporting the development of resilient communities will play an important role in individuals become more resilient. Ensuring support and services are tailored to local needs, will add to this resilience.

The draft outcomes framework

- 3.10 We have developed an outcomes framework that has a balanced set of measures in order to monitor the changes we are making as well as whether they are actually leading to improvement where we need them.
- 3.11 Our challenges have driven our long term (10 year) goals that will demonstrate the health and wellbeing improvements and the infrastructure changes that we need to see.
- 3.12 We have considered the key factors that will have the greatest impact for the residents of Croydon on these goals and set (5 year) outcomes accordingly.
- 3.13 To ensure we are heading in the right direction we must keep track of the changes we expect to see annually. Appendix 1 sets out the annual health and wellbeing indicators and the system indicators.
- 3.14 However we cannot be driven solely by delivering these health and wellbeing indicators as this will not lead to transforming the way we work together and deliver support and services across the health and care system. We have therefore also set transformation indicators that will show we are delivering the health and care system change we need to see.

The draft implementation plans

- 3.15 Programme Boards have been working to develop transformation plans over the next 5 years. They reflect feedback from continued engagement.

- 3.16 The plans primarily focus on rolling out and embedding current plans such as social prescribing, Local Voluntary Partnerships and group consultations, as well as new plans such as the Community Led Support being led in Social Care for our multi-agency staff.

The NHS Long Term Plan (Appendix 3 – NHS Long Term Plan Summary)

- 3.17 The NHS Long Term Plan was published on 7th January. A review is currently underway to fully understand the implications and the potential impact for the wider system and the health and care transformation plan.
- 3.18 An initial review reflects there is significant alignment of the with our local health and care transformation plan.

Sign off of the plan

- 3.19 With the publication of the NHS Long Term Plan there is an expectation that areas produce a local 5 year plan by the summer. Croydon's health and care transformation plan discussion document will therefore be produced by the end of March for publication in the summer.
- 3.20 The plan will require partner sign off during March and it would be helpful to have the Health and Well Being Board approval as the plan is a key document to delivery of the HWBB Strategy.
- 3.21 As the Health and Well Being Board will not meet until April, it is proposed that the Health and Well Being Board Executive Group sign of the discussion document.

4. CONSULTATION

- 4.1 To provide the best possible services for the people of Croydon we need to keep having open and honest conversations with Croydon residents. There is continued engagement with the public that have informed our plans to date. Most recently, the Health and Well Being Board Chair, hosted an event in 20th November 2018 which engaged with over 160 members of the public, front line staff and stakeholder leaders. (See Appendix 1 for a summary of the event).
- 4.2 A film has been made to give a flavor of the day <https://youtu.be/Crg5k-rMges>
- 4.3 Programme Boards are reviewing the outcome of the event. An initial review indicates confirmation that many plans being implemented or planned for are the right thing.

5. SERVICE INTEGRATION

- 5.1 Our challenges show that we are not delivering all the **health and care outcomes** that our population deserves. We also see that some of our current models of care are not **affordable** or **sustainable**. We need to work together to change the way we support local people to improve their health and care.

- 5.2 We need to change our **models of care**, interactions with our residents and be more proactive so that they better suit the health and care needs of local people. We must do this at a scale that will have the biggest impact and at a pace to keep up with the growing demand.
- 5.3 Some of our current services can be **fragmented and disjointed**. Teams do not work closely enough with other teams, there are disconnects between our organisations, this all makes the user experience longer and more difficult than it needs to be. Our local system is fragmented – we must continue to work to remove the unnecessary barriers between our services and the teams that are all working to support the same local people.
- 5.4 Too many of our services are focused on supporting those in crisis or those with the most acute health and social care needs. We need to reset our **operating model** so that we work to **support people to stay well for longer**, and **delay and avoid** more people from becoming acutely unwell in the first place and de-escalating need at the first point of contact. We must do this by working more closely together and planning a united and holistic model of support and care for local people that is seamless at the point of use.
- 5.5 If we do nothing the significant inequalities in health between communities will not improve and our system financial position will worsen. We must therefore fundamentally change our approach and our model of care. We must:
- Focus on prevention and proactive care and contact – we want to support local people before things become a problem
 - Unlock the power of communities - key to helping local people stay fit and healthy for longer is to connect them with their neighbours and communities.
 - Locality matters - making sure local people have access to integrated services that are tailored to the needs of local communities

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 Partner Directors of Finance are refreshing the Croydon wide financial position. The position is expected to be similar to that modelled in 2017 with approximately £160m cumulative challenge over 5 years if the system ‘does nothing’.
- 6.2 Our plans are required to improve health and well-being as well as ensure a sustainable health and care system.

7. LEGAL CONSIDERATIONS

- 7.1 None

8. EQUALITIES IMPACT

- 8.1 The plan focuses on how we can reduce inequalities across Croydon. Our goals aim to ensure:
- People to live longer healthier lives
 - People that live in the most deprived areas of Croydon to live as long as those in the most affluent areas

8.2 A full impact assessment will be completed as part of finalising the document.

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BACKGROUND DOCUMENTS: None