

<b>REPORT TO:</b>	<b>HEALTH AND WELLBEING BOARD (CROYDON)</b> <b>10 April 2019</b>
<b>SUBJECT:</b>	<b>Croydon's Health and Care Transformation Plan</b>
<b>BOARD SPONSOR:</b>	<i>Agnelo Fernandes</i> <i>Guy Van Dichele</i>
<b>BOARD PRIORITY/POLICY CONTEXT:</b>	
<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>	
<b>FINANCIAL IMPACT:</b>	
<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**

The Health and Wellbeing Board is asked to:

- 1.1 Comment on the health and care transformation plan discussion document.
- 1.2 Note the One Croydon Directional Statement and the next steps for integrated community networks.

## **2. EXECUTIVE SUMMARY**

- 2.1 At its February meeting the Health and Wellbeing Board received Croydon's Health and Care strategic plan on page, draft outcomes framework and implementation plans. It noted that the full plan would return as a discussion document (attached as Appendix 1).
- 2.2 The One Croydon Transformation Board, made up of senior representatives from health, local authority and Age UK Croydon, has been developing Croydon's health and care transformation plan for a number of months. The draft discussion document is attached for the Health and Wellbeing Board to consider ahead of the Health Well Being Board agreeing a final plan in the summer.

- 2.3 It will be a key delivery plan of the Health and Wellbeing Board's Strategy, which in turn provides the health and care response, 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.
- 2.4 The plan does not start from scratch or replace individual partner plans, but builds upon them and on specific service strategies, by taking a common lens and identifying key areas of collaboration.
- 2.5 The report also sets out the directional statement for One Croydon, the partnership between health, local authority and Age UK Croydon on its journey towards an integrated system locally. It includes the approach to developing the Integrated Care Network approach further and the Health and Wellbeing Board is asked to note this progress.

### **3. DETAIL**

#### **Introduction**

- 3.1 The previous February 2019 report set out the background to the development of the report detailing the drivers, summary of the content and the engagement process in the plan's development.
- 3.2 Attached as Appendix 1 is the discussion document. It sets out some questions for consideration. These questions are prompts to facilitate thinking and discussion. Member comments can be sent to: [getinvolved@croydonccg.nhs.uk](mailto:getinvolved@croydonccg.nhs.uk) by 24 May 2019.
  1. Do you recognise the context and challenges?
  2. Is our strategic direction / approach correct?
  3. Are our goals and outcomes correct?
  4. Do you understand what we will be focusing on in the next two years?
  5. What's the role of your organisation / group to support the delivery of these plans?
  6. What commitment will you make to support the delivery of these plans?
    - 1) As a leader in your individual roles
    - 2) As a champion
  7. Any other comments
- 3.3 It is recognised that further work is required ahead of the final publication including:
  - Reflecting the wider children's transformation agenda. The plan currently reflects only plans from a children's health perspective.
  - Make more explicit that we know our risks and are addressing them
  - Demonstrating how our plans address the financial gap

## 4. CONSULTATION / ENGAGEMENT

- 4.1 The February 2019 paper set out the engagement process to support the development of the plan. There will be further engagement to now test it. However, rather than seek comments on the discussion document as a whole, which has been drafted as a short, concise, readable document for stakeholders, there will be targeted engagement to test relevant elements of the plan.

## 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 **One Croydon Directional Statement.** The plan includes One Croydon's focus over the next three years to deliver a local integrated care system in Croydon by 2021. One Croydon began its 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. The statement (in appendix 2) covers 5 key areas:
- Our delivery model - community services to be organised around localities and Modern acute hospitals, both secondary and mental health.
  - Integrated commissioning, commercial structures and delivery models
  - Working with South West London Partnerships and Integrated Care System/s
  - Influencing the role of wider determinants
  - Resourcing change management
- 5.3 Work is underway to develop the timeline for implementing the statement.
- 5.4 Attached as appendix 3 is the detail of the first of these statements; community services to be organised around localities.
- 5.5 **Integrated Community Network Plus (ICN+).** A number of health and care services have been planning to realign to the six GP networks. A piece of work has been undertaken across these services to develop the next phase of the Integrated Community Network model;
- 5.6 The model complements the wider localities work including the Council's Gateway model and will be different in each network depending on the need of the area. HealthWatch are leading a piece of work to support the development of how to engage the local populations in each the development of the model and indeed how to ensure ongoing engagement and accountability.
- 5.7 Two GP network areas will be identified to test the model with a proposed roll out to the other networks within a year.

## **6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 6.1 One Croydon 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 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance and Deputy Monitoring Officer that the recommendations within the report do not give rise to any legal considerations.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Director of Law and Governance & Deputy Monitoring Officer

## **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 live as long as those in the most affluent areas of Croydon

- 8.2 The impact assessment will be completed as part of finalising the document.

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### **CONTACT OFFICER:**

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### **APPENDICES:**

Appendix 1 – Draft Croydon Health and Care Transformation Plan  
Appendix 2 – One Croydon Directional Statement  
Appendix 3 – Integrated Community Network Plus Draft

**BACKGROUND DOCUMENTS: NONE**