

One Croydon Directional Statement

Introduction:

The directional statement sets out our focus for One Croydon over the next three years to deliver an integrated care system in Croydon.

The statement articulates the overall aim of One Croydon to improve the health and wellbeing of the people of Croydon, while also reducing inequalities both in life expectancy and healthy life expectancy. It outlines an understanding that for significant change to happen the transformation needs to be appropriately resourced, facilitating the development of a new One Croydon culture. The One Croydon culture and structures will support the evolution of commissioning to influence the wider determinants of health, and the move to integrated commissioning, commercial structures and delivery models. This will result in integrated community services organised around localities and modern acute hospitals responsive at the point of need, with a focus on good clinical outcomes enabled through local integrated care. One Croydon will be a key partner within the regional health and care system, working Pan London and with South West London Partnerships and emerging integrated care systems.

One Croydon Directional Statement (1)

This directional statement sets out One Croydon's focus for the next three years, to delivery an integrated care system in Croydon by 2021.

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.

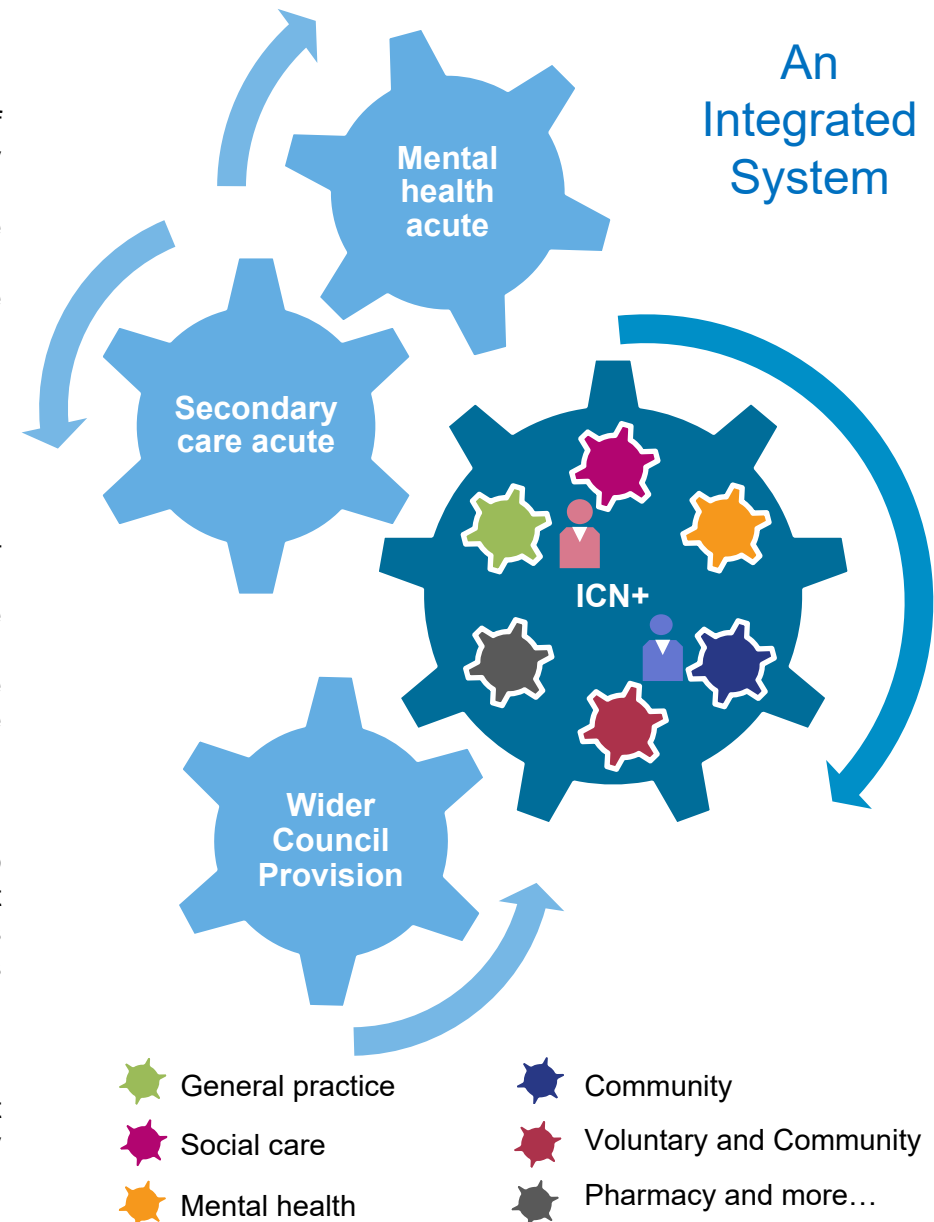
1. Our delivery model

To deliver preventative and proactive care for the whole population and to engage the community directly requires:

- a. **Community services to be organised around localities** – Building on our current Integrated Community Network model, ICN+ will develop wider health and care models of care around 6 GP networks, with wider council services delivered around 3 gateway localities. Health and care need, the responding models of care and affordability will determine whether interventions need to be delivered at locality level, across localities or borough wide.

Models of care will focus on a range of services that will go beyond working jointly but will work in an integrated way. That means the workforce will be multi-skilled to work across traditional but sometimes, artificial professional boundaries and also joint locality management teams.

- b. **Modern acute hospitals - both secondary and mental health** – health and care models will ensure only those that need acute services go to hospital. Our local providers, by becoming the providers of choice will ensure acute provision responds at the point of need with a focus on good clinical outcomes enabling local integrated care.



One Croydon Directional Statement (2)

2. Integrated commissioning, commercial structures and delivery models

The next step is to focus on the development of the community locality model for the whole population. At business case stage, we will consider the commercial structure, vehicles and delivery model options most appropriate. Sub Alliances may be required to take these forward, considering the partners required, which will be considered on a business case by business case basis but expected to cover all ages and areas, e.g mental health, children, etc. Joint strategic planning and integrated commissioning and pooling of budgets is required to ensure commissioning of the system to underpin the development of models of care as well as deliver efficiencies, effective contracting and procurement processes with a focus on quality. Integrated functions across the system such as quality and safeguarding and placement funding decisions to be explored as a priority.

3. Working with South West London Partnerships and Integrated Care System/s

One Croydon will seek to further develop and expand its remit to full population towards an integrated care system for 2021. Building strong, local health and social care commissioning is vital to the ICS and we will seek to integrate our Alliance partner functions as a mechanism for successful integrated delivery. In addition to our Alliance the CCG and CHS are already working more closely and strengthening integration of services and the removal of organisational barriers to improvement. We will seek to influence and engage with South West London to seek capability, capacity and investment for Croydon on key enablers to support transformation such as IT, estates and data/IG capacity. Croydon will maximise opportunities with the Mayor of London provided by London devolution.

4. Influencing the role of wider determinants

We know factors such as the housing and 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. This is why we will work further than just across health and social care. We must reach in towards all community partners to lever and influence change that will positively impact peoples health and well being, with the role of wider Local Government provision being central to this success.

5. Resourcing change management

To make this substantial multi-organisational change happen we will invest in the organisational development and workforce planning needed to support the creation of a One Croydon culture.