



**WORKING TOGETHER FOR A HEALTHIER CROYDON**

**Update for Health & Social  
Care Scrutiny Sub-Committee**

13 May 2019

## NHS Long Term Plan

The NHS Long Term Plan calls on local health systems to work together to give people more joined-up care.

This includes greater collaboration between hospitals, primary care, mental health services and local authorities to tackle some of the most significant causes of ill health, such as smoking, drinking problems and Type 2 diabetes.

**Our ambitious plans are in the same direction as these national developments, putting Croydon as the vanguard**

### Structures

The NHS Long Term plan says England will be covered integrated care systems (ICS) in two years (2021/22)

- Involving single CCG for each ICS
- ICSs supported by legal duties to create joint committees between CCGs and providers

*Health and care services in Croydon have a long and successful track record of collaborative working.*

*Together this puts the borough in a strong position to respond to what the NHS Long Term plan says.*

## Joining up our care and support

The 'One Croydon' Alliance is delivering real benefits to people in our borough.

As a formal partnership between the local NHS, Croydon Council and Age UK Croydon, we are focused on improving the health and wellbeing of older people in the borough.

The Alliance has now extended its remit to consider the health needs of people of all ages in the borough.

- For our patients, this means less duplication and fewer gaps.
- For our staff, this means greater opportunities to grow and develop in your career

*Making Croydon Health & Care the BEST IT CAN BE!*

### Recent awards

One Croydon alliance was given a commendation in the latest Municipal Journal Achievement Awards (April 2019)

Highlighted in the health and care integration category, the partnership was praised for helping elderly residents stay well and independent for longer, avoiding unnecessary hospital stays.

The accolade quickly follows the Local Chronicle Government Awards (March 2019) which crowned One Croydon the winner of a Health and Social Care Award

The Alliance was praised for 'system-wide leadership' and having a 'real impact' in improving peoples' lives.

# CCG and CHS alignment

**Our ambitions are to establish a local place based leadership team, with:**

- Improved patient services and care
- Joint working with staff in the hospital and the community
- Removing duplication
- Shared management structures
- Shared support functions
- Maximising available resources and expertise to deliver transformation at scale

**This is a stepping stone towards the full integration of the health and care system for Croydon.**

**We are doing this with our regulators at NHS England and NHS Improvement, CHS and Croydon CCG is now considering a new partnership to strengthen the One Croydon alliance**

## Closer partnership

**Developing an integrated management structures for the NHS in Croydon would**

- Speedup progress and decision making
- Help continuous quality improvement
- Meet the growing health needs of our population
- Return the local health economy to financial surplus

## Benefits of joint working

By working closer together, CHS and the CCG will be able to remove duplication and use resources much more effectively

### Joint Chief Pharmacist

Successfully leading both of our pharmacy teams at the Trust and CCG

- Saving time, energy and money
- Giving people a more seamless service
- Reducing waste through better medicines management

### Quality and clinical governance

Senior clinicians are looking at how we can work together to make sure that people only have to tell their story once.

### Safeguarding

Combined our senior nurses are bringing together expertise and covering existing vacancies to raise the standard of the safeguarding measures in Croydon

### First shared executive post between CHS and CCG

Joint Chief Nurse started 1 May 2019

- Leading nursing, midwifery & allied health professionals
- Working to improve the consistency of care and health outcomes for people in Croydon



A trained A&E nurse by background, Elaine Clancy has 30 years of experience within the NHS

## More seamless support

### LIFE (Living Independently for Everyone)

**Has made a huge difference to how we care for people by preventing hundreds of unnecessary hospital admissions**

**Supporting people who have left hospital with visits in their own homes within two hours.**

### Impact

- **Over 1,000 referrals in first year to get patients home faster or avoid hospital admission**

### Integrated care networks

**Each week, the networks hold multi-disciplinary meetings called 'huddles' to discuss the care of people with complex and escalating health needs**

**Including GPs, nurses, CCG pharmacists, social workers, and Personal Independence Co-ordinators with Age UK Croydon.**

### Impact

- **GP practices involved in the early roll out saw a 6% drop in urgent and emergency admissions in over 65s**

# Collaboration across SW London

NHS Long Term Plan states that Integrated Care Systems (based on existing STP footprints) would typically come together into single strategic commissioning organisations

- Proposal that Croydon CCG may become part of a single CCG for south west London
- At least 80% of all decisions relating to your care will be made in Croydon
- We have advanced plans for integrated care neighbourhoods, alongside emerging Primary Care Networks
- This provides us with the opportunity over time to further devolve decisions about health and care to serve our diverse local communities

Local  
integration

Croydon



Place-based care

Regional  
collaboration

South West  
London &  
London wide

## Opportunity

This presents an opportunity to design and build new arrangements for place-based partnership and leadership

- Retaining greater control of decisions affecting our borough
- Maximising the resources we have to care for our community
- Ensuring Croydon's voice is influential and heard at a SW London level

# Communication & Engagement

## Staff

- We are engaging our staff throughout the process including regular email updates and face-to-face briefings
- Staff have been asked to submit suggestions for other collaborative opportunities

## Patient and public

We have held a number of stakeholder events:

- **November 2018:** more than 100 health and care frontline staff, local people, MPs and representatives from community organisations
- **March 2018:** design workshop with stakeholders, including local councillors, GPs, mental health services and voluntary groups
- **April 2019:** more than 90 people attended a patient engagement forum held at CHS
- **May 2019:** joint public meeting and publication of strategic case for CHS and CCG alignment





Discussion

19/4/06

MATTHEW  
HARDY  
2/6/06