

LONDON BOROUGH OF CROYDON

REPORT:	HEALTH AND SOCIAL CARE SCRUTINY SUB-COMMITTEE
DATE OF DECISION	20 June 2023
REPORT TITLE:	Integrated Discharge Frontrunner Programme
CORPORATE DIRECTOR	<p>Annette McPartland Corporate Director Adult Social Services</p> <p>Lee McPhail Chief Operating Officer, Croydon Health Services</p>
LEAD OFFICER:	<p>Laura Jenner Deputy Director, One Croydon Alliance</p> <p>Cynthia Abankwa Programme Lead, Integrated Discharge Frontrunner Programme, One Croydon Alliance</p>
LEAD MEMBER:	<p>Councillor Yvette Hopley Health And Adult Social Care</p>
AUTHORITY TO TAKE DECISION:	The integration between health and social care partners to deliver improvement in hospital discharge has been a regular area of scrutiny for the Health & Social Care Sub-Committee.
WARDS AFFECTED:	All

1. SUMMARY

- 1.1 In December 2023 Croydon was selected as one of six national Frontrunner sites in England and awarded £800,000 funding by NHSE to build on the success of its ground-breaking integration work by the One Croydon Alliance.
- 1.2 The Discharge Integration Frontrunner programme aims to bring together transformation efforts from across Croydon to develop an effective, integrated system across hospital, social and community care.
- 1.3 The Frontrunner programme objectives include the following:
 - Develop a granular multi-dimensional baseline to map the activity, workforce, challenges, and existing initiatives across the system.
 - Review and redesigning patient pathways to develop the right reablement and care offer for the Croydon population.
 - Improve the integration of teams across the system, in terms of:
 - IT systems and data.
 - Funding.
 - Leadership and workforce.
 - Developing the right resources (workforce, IT systems) to deliver effective care provision.
- 1.4 One Croydon has received £800k from NHSE to support the development and implementation of the frontrunner programme and requires the support of a 24-week programme that will focus on developing a baseline of the Croydon system and agreeing a delivery model and supporting the mobilisation and implementation process.

2. Overview of Phase 1 of the programme:

- Generate a multi-dimensional baseline of the current system through an iterative process of data analysis and interviews / observations with system partners.
- The baseline will capture existing initiatives, quantitative analysis (activity, workforce, and finance) and qualitative insights (challenges, bottlenecks, processes) including whether current pathways are working effectively.
- This will be followed by stakeholder engagement and alignment process with the outcome to create a **'one version of the truth'** baseline as well as agreed priorities for system-wide transformation.

- This phase will also develop initiatives and workplans for agreed long term priorities, and a delivery model to implement agreed transformation initiatives over the long-term programme (6 to 18 months).

3. Phase 2 of programme (12 weeks):

- Phase 2 of the Frontrunner programme will focus on the development and initial implementation of a blueprint for the Transfer of Care Hub (TOCH), building upon the baseline and the initial discussions from Phase 1. The blueprint will agree the following:
 - The functions and teams within the TOCH.
 - The architecture and standard operating procedures within patient journeys.
 - The capacity required to deliver care.
- To support the development of the blueprint, the programme will ‘pilot’ emerging concepts (e.g., blended assessor roles and new ways of working within the hospital integrated discharge team).
- To implement the agreed TOCH blueprint, the programme will develop a detailed action plan with owners and timelines. These actions will be split across several workstreams including to include:
 - in-hospital assessments.
 - internal hospital ways of working.
 - recovery care (reablement/rehab).
 - Communications.
 - organisational development/training.
 - IT/data, estates; and
 - funding, etc.

3.1 The transformation programme aims to reduce the amount of time that medically well people are spending in hospital awaiting discharge, allowing the hospital to prioritise in-demand beds for those who are most critically ill and injured.

3.2 The move will also help free-up hospital beds so people can be admitted more quickly from A&E to wards, reducing pressure on the borough’s Emergency Department at Croydon University Hospital and speed-up ambulance handovers to help get paramedics back on the road to care for the critically ill.

4. RECOMMENDATIONS

4.1 The Health & Social Care Sub-Committee is recommended to:

1. Note the strategic direction on the Integrated Discharge Frontrunner programme.
2. Comment on the highlighted risks and challenges from the presentation; identifying topics the Committee wish future reports to focus on.

5. NEXT STEPS

5.1 Following receipt from Sub-Committee Members on further areas for focus, officers will prepare detailed reports for presentation at the designated future meeting.

CONTACT OFFICER:

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APPENDIX 1 - PowerPoint presentation: Croydon's Integrated Frontrunner Programme