



Health and Wellbeing Board Annual Report 2021 – 2022

Foreword

This Annual Croydon Health and Wellbeing Board Report provides an opportunity to celebrate all the hard work that has been achieved over the past year by everyone in the Croydon Borough right across the health and social care system, as well as looking ahead to some of the opportunities for the coming year.

The health and care system in Croydon, like many other boroughs in London continues to face a number of significant challenges with increasing demand, recruitment and financial difficulties against the backdrop of the recovery from COVID, and the cost-of-living crisis.

To address the issues, we are continuing to work together to promote greater integration and build closer working relationships between health, care, and wider partners to ensure services meet the needs of our residents and tackle the factors that affect everyone's health and wellbeing, both now and in the future.

The period, 2021-2022 has been a busy year for the Board. The Board has secured closer working support from the Local Government Association, and we welcome support and experiences from other local authorities to ensure that we can share learnings and gain expertise to improve the health and wellbeing of our residents.

The Board also supported the new executive Mayor's Mental Health Summit, whereby we were able to truly engage with Croydon residents to hear their voices, and explore opportunities to maximise resources, and improve the quality of local mental health provision.

Looking forward to the coming year, we will continue to drive integration and closer partnership working, to make a real difference, to the health and wellbeing of our residents in Croydon.

Cllr Yvette Hopley Chair of the Croydon Health and Wellbeing Board, Cabinet Member for Health and Adult Social Care

Introduction

This report summarises the work undertaken by Croydon Health and Wellbeing Board July 2021 to December 2022. The board was established on the 1st of April 2013 as a committee of Croydon Council.

In 2022, the Board was able to meet five times, of which there were three Board meetings scheduled this municipal year, and two extraordinary meetings (November 2022 and December 2022).

The report sets out the functions of the board and gives examples of how the board had discharged those functions. This annual report contains the outcomes of the boards monitoring of the delivery plans in fulfilment of the health well-being strategy available here.

Examples of key achievements of the Board are described, including the encouragement of great integration and partnership working, tackling health inequalities, and increasing focus on prevention of ill health.

The Croydon Health and Wellbeing Board is a formal committee of the London Borough of Croydon, established under the health and Social Care Act 2012.

It exists to bring together leaders primarily from the health and social care sector, but also includes local representatives of other local influential and strategic stakeholders who have a role to play in improving the health and wellbeing of local residents.

Health and Wellbeing Board Membership

This board in Croydon is made up of the following membership:

- London Borough of Croydon (6 Councillors of which there are 3 Majority, and 3 Minority group members)
- Director of Public Health
- Corporate Director Adult Social Care & Health (DASS & Calidcott Guardian)
- Corporate Director Children, Young People & Education (DCS & Calidcott Guardian)
- Service Director for Croydon (South London and Maudsley NHS Foundation Trust)
- Chairman of Croydon Health Services
- Croydon Voluntary Action Chief Executive
- Place Based Leader for Health, Croydon, NHS South West London Integrated Care Board
- Chief Executive of HealthWatch Croydon

Functions of the board

The board has nine main functions as outlined below:

1. To encourage, for the purpose of advancing the health and wellbeing of people in Croydon, persons who arrange for the provisions of health or social care services in Croydon to work in an integrated manner.
2. To provide such advice, assistance or other support as appropriate for the purpose of encouraging partnership arrangements under Section 75 of the National Health Service Act 2006 between the Council and NHS bodies in connection with the provision of health and social care.
3. To encourage persons who arrange for the provision of health-related services (i.e. services which are not health or social care services but which may have an effect on the health of individuals) to work closely with the Board and with persons providing health and social care services.
4. To exercise the functions of the Council and its partner Clinical Commissioning Groups in preparing a joint strategic needs assessment under Section 116 of the Local Government and Public Involvement in Health Act 2007 and a joint health and wellbeing strategy under Section 116A of that Act.
5. To give the Council the opinion of the Board on whether the Council is discharging its duty to have regards to the joint strategic needs assessment and joint health and wellbeing strategy in discharging the Council's functions.
6. To agree the delivery plans of the Health and Wellbeing Strategy.
7. To monitor the delivery plans in fulfilment of the Health and Wellbeing Strategy
8. To report to Council the outcome of the Board's monitoring of the delivery plans in fulfilment of the Health and Wellbeing Strategy as part of its annual report
9. To exercise such other Council functions which are delegated to the Board under the Constitution.

Cllr Yvette Hopley - Cabinet Member for Health and Adult Social Care took over as Chair and Cllr Margaret Bird was appointed Vice Chair in May 2022.

Croydon Health and Wellbeing Strategy

The current Health and Wellbeing Strategy is structured around the following 8 priorities.

Priority 1- A better start in life

Priority 2 – Strong, engaged, inclusive and well connected communities

Priority 3 – Housing and the environment enable all people of Croydon to be healthy

Priority 4 – Mental wellbeing and good mental health are seen as a driver of health

Priority 5 – A strong local economy with quality, local jobs

Priority 6 – Get more people more active, more often

Priority 7 – A stronger focus on prevention

Priority 8 – The right people, in the right place, at the right time

The following report covers the work of the Croydon Health and Wellbeing Board from July 2021 to December 2022 and links this to the priorities in the Health and Wellbeing Strategy.

Review of July 2021 to December 2022

The Board was able to meet five times and was able to review strategic work being undertaken in the borough across the following areas:

Pharmaceutical Needs Assessment (priority 5, 7, 8)

Every Health and Wellbeing Board (HWB) in England has a statutory duty to publish and keep up to date a statement of the needs for pharmaceutical services of the population in its area, referred to as a Pharmaceutical Needs Assessment (PNA).

The PNA reports on the present and future needs for pharmaceutical services in Croydon and is used to inform the planning and commissioning of pharmaceutical services and to support the decision-making process in relation to new applications of change of premises of pharmacies. The PNA also seeks to identify gaps in current services or improvements that could be made in future pharmaceutical provision.

As part of the process, two surveys were conducted between May and July 2022 to gain views from Pharmacy Contractors and residents. A 60-days consultation took place from 31 August to 29 October 2022.

The final PNA document was formally approved by the Board on 18th November 2022. The full document can be viewed on the [Croydon Observatory](#).

Integrated Care Systems (ICS) creation (All priorities)

The Board received updates on the development of the ICS and its sub-structures of integrated care boards (ICBs) and integrated care partnerships (ICPs) and the processes of moving from the, now defunct, Clinical Commissioning Group (CCG).

The Health and Care Act 2022 introduced significant reforms to the organisation and delivery of health and care services with the creation of integrated care systems building on the recent development of regional Clinical Commissioning Groups. Integrated care systems (ICSs) are partnerships of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area.

42 ICSs were established across England on a statutory basis on 1 July 2022, and there was an ICS developed for South West London, South West London Health and Care Partnership became [South West London Integrated Care System](#).

Health and Wellbeing Board Development (priority 8)

A key function of the HWB is to promote and encourage integration across the health and care system, and the Health and Care Act 2022 introduced significant reforms to the organisation and delivery of health and care services such as the creation of the integrated care boards (ICBs) and integrated care partnerships (ICPs). The changing landscape provides an opportunity for the HWB to consider its future role in the health and care system in Croydon and South West London. To this end the HWB has invited the Local Government Association to work with the Board as part of their board development work. Two initial scoping meetings have been undertaken with two full board workshops planned to be undertaken during April and June 2023.

In March 2023 the Board will start a review of the current Health and Wellbeing Strategy and if refreshed this will be done alongside the development of the Board allowing synergy.

Joint Strategic Needs Assessment (JSNA) (All priorities)

Croydon Health and Wellbeing Board is a formal committee established under the Health and Social Care Act 2012 with a statutory duty to produce a joint strategic needs assessment (JSNA).

JSNA is a continuous, systematic process through which local data and intelligence are analysed and interpreted. Within Croydon, since 2017, the JSNA is published digitally at <https://www.croydonobservatory.org/jsna/>, and rather than being a static document, it is a collection of key datasets and statistical bulletins, which are updated as new data become available to ensure timely and up-to-date data and information on Croydon's overall population, their general health and wellbeing and key factors that affect health and wellbeing.

This digital JSNA aims to identify current and future health and social care needs of the local community which in turn inform outcomes and priorities to be considered for the joint local health and wellbeing strategy.¹

The Board received an update on the JSNA processes and improvement in the user experience.

Health and Care plan refresh (all priorities)

The five-year Croydon Health and Care Plan was developed in 2019 setting out how Croydon would deliver the Health and Care Strategy ambition to 'Work together to make Croydon a great place to live, work and play for all its residents through creating rapid improvements in the health and wellbeing of our communities' through its three aims: focusing on prevention and proactive care, unlocking the power of communities and putting services back in the heart of the community.

The Board was able to hear about how progress has been made on delivering the aims of the Health and Care Plan with multiple initiatives that join-up health, care and the voluntary and community sector to provide more coordinated services in our borough at the heart of communities; however, there are huge challenges ahead including uncertainty for jobs and

¹ More information about the JSNA process in Croydon can be found at <https://croydonobs.wpenginpowered.com/wp-content/uploads/2021/11/The-JSNA-in-Croydon.pdf>

economy, deterioration in residents' wellbeing during the pandemic, emerging unmet need and financial pressures across health and social care.

The Health and Wellbeing Board reviewed the approach to refreshing the Health and Care Plan and agreed the refresh on January 19th 2022

Transforming Mental Health Services for Children, Young People (0-25) and their families across South West London – Local Transformation Plan refresh 2021 (priority 4)

The Board was able to receive a report about the refreshed Children and Young People's Emotional Wellbeing and Mental Health Local Transformation Plan for 2021. The 2021 refreshed plan combines six local Children and Young People's Local Transformation Plans.

The aim of this combined refresh plan is to establish a more consistent strategic framework for improving mental health and emotional wellbeing services for children, young people and their families across South West London.

Director of Public Health annual report: The Magnificence of Croydon during the COVID-19 pandemic (Priority 2, 3, 7 and 8)

The Board was able to receive a report from the Director of Public Health (DPH). The DPH has a statutory duty to produce an independent annual report to advise and make recommendations to professionals and the public, to improve population health. The Council also has a statutory responsibility to publish the Annual Report. Due to the unequivocal impact of COVID -19, the focus of the report is, the impact of COVID-19 on inequalities through the experience of Croydon residents, with recommendations on how we in Croydon can best protect ourselves, keep healthy and tackle inequalities together.

Health in Croydon's Black Community (All priorities)

On October 20th 2021 the Board had a focus on health in Croydon's black community in recognition of Black History Month. The Board received presentations and facilitated a conversation about the issues facing the local black population in Croydon, both from a mental health perspective, and how there are challenges with black populations being able to engage with primary care services.

The Board heard from Dr Vento, Psychosis lead for Croydon South London and Maudsley (SLaM) services for adult mental health who detailed the following:

- A common misconception was the black people, particularly black men, did not benefit from mental health services. However there were challenges in engaging the black community with mental health services.
- It was known that black communities struggled engaging with primary care services, and the difficulty was in the first step in getting help where they were underrepresented, which needed to be improved. Black communities were overrepresented in secondary care services.
- A black person is almost three times more likely to be detained under the Mental Health Act, which as a statistic had not changed in the past 20 years.
- The NHS Long Term Plan included embedding services within the community and for community to work closer together. The Croydon Health and Wellbeing Space was a collaboration between Mind in Croydon, the Croydon BME Forum and SLaM.
- Dr Vento stated that he would be the clinical lead for the Space, which would be based at the Whitgift Centre, and he expressed his optimism for a true partnership going forward.
- The site would be open seven days a week and have an open door policy to maximise engagement and be an inviting venue. This initial engagement would then increase the access to secondary health services. As well as sign-posting, the Space would run in-house services and groups to support residents coping with traumas.
- The Space will be a service to fit the community and an accessible place, staffed by local people and link to local churches and other community groups.

Mental Health Summit 2022 (priority 2, 4, 6, 8)

On November 18th 2022 the Board facilitated the Croydon Mental Health Summit in partnership with Croydon Citizens, delivering on Mayor Perry's manifesto pledge and bringing together over 100 people from across the health and social care system, community members and community groups with an interest in mental health.

The board heard a summary from local residents, who shared their experiences around barriers to access and signposting and treatment in the community as well as looking at the opportunities around mental health in the development of future health and wellbeing strategies in Croydon.

A theme in the discussions of the day was in the need for recognition of the extra challenges around access and treatment for Croydon's black population and that although progress is being made it is too slow and that more radical approaches are required to shift the structural issues that result in health inequalities.



Senior delegates at the Mental Health Summit. Left to right: Sir Norman Lamb, Chair at SLam NHS Trust, Councillor Yvette Hopley, Matthew Kershaw - Croydon Health Services NHS Trust, Jason Perry - Executive Mayor of Croydon, Bishop Dr Rosemarie Mallett - Bishop of Croydon, Rachel Flowers, Croydon's Director of Public Health, Jack Swan -Croydon Citizens, and Mother Susan Wheeler-Kiley



Jason Perry - Executive Mayor of Croydon opening the Mental Health Summit accompanied by Sir Norman Lamb, Councillor Hopley and Mother Susan Wheeler-Kiley

Healthwatch Croydon Annual Report (All priorities)

The Board was able to review and discuss the annual report produced by Healthwatch Croydon. Local Healthwatch organisations are independent, corporate bodies set up by the Health and Social Care Act 2012, the legislation that also brought the Health and Wellbeing Board into being. Croydon Healthwatch has a seat on this Health and Wellbeing Board and contribute to ensuring the voices of local people are heard. Healthwatch Croydon works to get the best out of local health and social care services by ensuring the people who use health and care services can influence the way they are delivered. The report reflected heavily on the impact of COVID 19.

Better Care Fund (priority 2,7,8)

The Health and Wellbeing Board considered the Better Care Fund End of year 2021/2022 submission to NHS England report to ensure that both national and local governance was correctly followed.

- The Better Care Fund (BCF) is a national vehicle that the government used to progress health and social care integration, and local areas were required to agree a joint plan using a pooled budget on how funds were spent.
- Croydon BCF and One Croydon programme were the strong foundation for the integrated care delivery.
- The schemes funded in 2021-2022 maximised independence for people, outcomes following hospital discharge and development for ICS plus model of care.
- Croydon's successes were identified as progressing integration; joint localities induction sessions; and commissioned leadership sessions.
- Croydon's challenges were identified through the population health management; bed occupancy in hospitals; increasing hospital discharges; the increasing costs of packages of care; and the high number of care homes within the borough

Adult Social Care Discharge Fund Plan (priority 2,7,8)

The Health and Wellbeing Board considered the Adult Social Care Discharge Fund Plan report, that was enabled, using pooled budgets to support integration, governed by an agreement under section 75 of the NHS Act (2006). The funding of £2.687m was given to Croydon. This funding was used on activities that reduced funding was to be used on activities that reduced flow pressure on hospitals by enabling more people to be discharged to appropriate settings.

The Croydon Place Better Care Fund (BCF) working group worked with hospitals, CHS, adult social care, ICB, SLAM and primary care leads to develop potential schemes and addressed what was effective.