



South West London

Health & Care
Partnership

Croydon Health and Care Plan 2022-2024

A refreshed two year plan

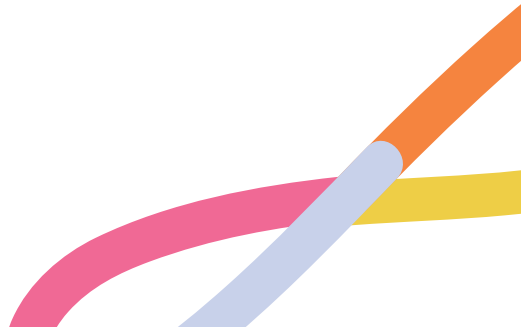
One Croydon

In 2019, One Croydon launched a five-year Health and Care plan to support people in our diverse communities to improve their mental and physical health and wellbeing. We've come a long way to deliver on this ambition including, the launch of the ICN+ which joins our health and care expertise to provide coordinated services in the heart of communities, a new Mental Health and Wellbeing Hub in the Whitgift Centre and the launch of Croydon's Elective Care Centre, which enabled us to keep delivering elective care and manage backlogs at the height of the pandemic.

The pandemic has exacerbated known challenges in Croydon including widening health inequalities, deeper financial hardship and poor mental health. Some issues, like local authority and health funding, staff shortages and lack of modern and integrated IT were already recognised but action must be accelerated. Others have emerged during the pandemic, including the impact of operational pressures on the ability of the wider health and social care to transform services, modernise and integrate.

During the pandemic, health, care and voluntary and community sector organisations came together with the wider community, united in purpose to work together closely to achieve better health outcomes.

Now is an opportune time to assess our progress so far and review our priorities in the new and fast-changing post-pandemic environment. We have refreshed our 2019 plan and used our experience of Covid-19 to revise our priorities and goals for 2022 to 2024.



Our vision

Our vision remains the same – to deliver better care and support that is tailored to the needs of our communities and available closer to home. We will meet this ambition by bringing together the borough's NHS physical and mental health services, along with GPs, social care and the voluntary sector, joining up services to provide more holistic care.

We are committed to our original aims to:



Focus on prevention and proactive care

Preventing or identifying and tackling illness and ill-health at the earliest possible opportunity.



Unlock the power of communities

Connecting local people with each other to help them stay fit, healthy and happier for longer.



Put services back into the heart of the community

Providing easier access to local integrated services tailored to the needs of Croydon's communities.

Following the impact of Covid-19, we have added new aims that set out to:



Support people to recover from the effects of the pandemic

Meet the needs of those with Covid-19 and its long term effects and embed the core principle of resident engagement.



Support our health and care workforce

Recruit, retain and develop our health and care staff so we can provide the high-quality and resilient services our communities deserve.



Embed a population health management approach

Use data, technology and public health expertise to identify our key population health challenges and focus our resources on these.



Tackle inequalities

To drive equality in health, we will deliver more proactive and preventative services that focus on long term conditions and the causes of inequalities such as deprivation, housing, employment and education.



What people have told us

Since the Health and Care Plan was first published in 2019, health and care partners have continued to engage with local people to understand how we are meeting their needs, improving health and care outcomes, and how we can improve on these. We also undertook a stakeholder discussion exercise to test the draft priorities and rank these in terms of what was the most important to people. This engagement has highlighted that we need to:

- focus on prevention and proactive care by supporting local people before things become a problem and encourage residents to be more proactive in their own health
- support, develop and maintain the Croydon health and care workforce
- lead a determined and collaborative approach to tackling health inequalities, especially where Covid-19 has exacerbated these



What we've achieved so far

Health and care partners are already working together well across Croydon to achieve some amazing outcomes for the local community.

For example, the voluntary and community sector came together with Croydon residents and partners in the statutory sector to support local people throughout the pandemic and has continued to deliver a multitude of key services from Personal Independence Coordinators, to befriending and food banks.

The LIFE programme brought together a team of social workers, community geriatricians, nurses and therapists across Croydon to help people regain their independence and confidence to live at home after illness.

Our Integrated Community Networks plus (ICN+) has brought together 6 multi-disciplinary community teams of doctors, nurses, pharmacists, social care workers, voluntary and community sector colleagues and therapists are serving to break down traditional professional working boundaries to deliver timely services to better serve a person's whole needs. These teams provide an open forum for health and care professionals to review individual cases and co-ordinate services to meet the needs of people with complex care needs.

Beyond physical and mental health, the launch of New Addington Pathfinder's Community Hub acts as a central space for Croydon residents to get information and support to help them live life fully and independently. Community Hubs will be launched in the remaining localities over the next year.

After the first wave of the pandemic, Croydon university hospital led the way in restarting planned treatment and surgery.

Croydon University Hospital created a "hospital within a hospital" for non-Covid-19 care. The Croydon Elective Centre (CEC) is a Covid-19 safe zone, with restricted access to other parts of the hospital, robust infection control and Covid-19 screening of patients and staff.

In September 2020, to proactively help prevent long-term conditions, we launched a community outreach programme in partnership with the Croydon BME forum and Asian Resource Centre for Croydon. More than 15 events involved more than 600 people in workshops to help reduce the risk diabetes and hypertension, which is more prevalent within Black, Asian and Minority Ethnic communities.

Targeted out-reach work to raise awareness of long-term conditions and risk factors amongst harder to reach communities, has encouraged people to seek earlier intervention through their GP, regular NHS health checks or contact with the borough's Live Well and Just Be programmes. A successful cross-Croydon cervical cancer screening programme, planned and delivered by local clinicians, saw uptake soar by 580 percent.

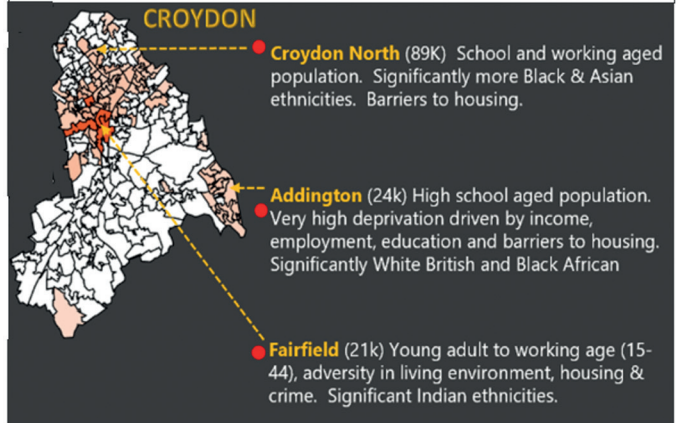
All 9 primary care networks have employed social prescribing link workers and are working to encourage collaboration with the voluntary sector. Both Croydon Social Prescribing and Croydon Voluntary Action are supporting and training the link workers to know where to sign people up across the borough. We've also set up community partnerships across each of the 6 localities to bring together voluntary and community sector organisations, active citizens, the local authority and health.



Our delivery plans

In 2019 we identified 6 areas of focus, and we have reviewed and refreshed what we are delivering for each of these. A significant difference is to ensure that within these areas we work hard to increase health and wellbeing and reduce health inequalities through focussing on our CORE20PLUS5 population; communities that live in the 20% most deprived areas and are disproportionately affected by poor health.

Focussing our efforts on the CORE20PLUS5 population in Croydon will improve the health and wellbeing for 40% of our population



Localities

Choose LIFE

Review and strengthen the LIFE team which brings together social workers, community geriatrics, nurses and therapists to help people regain independence and stay home longer after illness

Primary care networks

Further support for Croydon's primary care networks to join up more services, like cancer screening, on a more local level for our communities.

Mental health and dementia care

Improve mental health support and dementia care to help all ages in all parts of the borough, with support closer to home. Supported by Alzheimer's UK Croydon.



Proactive and Preventative

Closer working

Encourage our primary care networks and voluntary sector to work even closer to proactively manage our population health based on local data and experience.

Grass-roots success

Evaluate and invest in Croydon's successful local voluntary partnership programme which has seen funding go to over 70 grass-roots initiatives to boost health and wellbeing.

Increase equality

Continue to tackle health inequalities by raising awareness of long-term conditions within Croydon's diverse communities.



All age Disabilities

Social care

Working in an integrated way we are implementing a Learning Disability Framework, working with residents to inform service design and commissioning intentions.

People with Learning Disabilities

Improve access to services and health checks for people with learning disabilities, and ensure that patients are at the heart of shaping the community offer.

Independent living

Make sure the right care is available at the right time so people with disabilities can live independently at home for longer, providing a better quality of life.



Better start in life and maternity

Urgent care

Improve the urgent care pathway for our children, to make it as easy as possible for parents and carers to access the right care, in the right place, when they need it.

Health of our looked-after children

Croydon has a significant number of looked-after children and we will make sure they receive the care, support and access to health professionals they need.

Children and young people

With one of the youngest populations in London, we will continue to focus on improving access to, and the quality of, mental health and wellbeing services for children and young people.



Mental Health

Equal access

Continue to address health inequalities for access to mental health services for Croydon's ethnic minority communities.

Community and crisis mental health pathways

To improve access, especially at the most difficult times, we will continue to invest in and improve our community and crisis mental health pathways to support our residents.

Mental health support in GP practices

With GPs being the gateway for support, we will provide more mental health support and expertise in our primary care services.



Modern Acute

Supporting our workforce

Supporting the health and wellbeing of our staff during one of the most challenging times in the health and care service as described in our People Plan. Making the most of the skills and expertise we have in the borough to retain our workforce and encourage more health and care staff to join our teams in Croydon.

In and out of hospital

Aligning health and care teams to provide a more coordinated care and support for patient pathways to minimise delays when patients can be cared for at home or in the community to ensure that only people that require acute care need to go to hospital. Develop ICN+ hubs across Croydon to increase capacity.

Transforming and maximising elective and urgent care

Making access to services as simple and convenient as possible, using all centres to reduce waiting times and delays to treatment, reducing the length of stay in hospital for those who could be better treated at home or in the community.

How will we know if we've made a difference?



Reduced inequalities in healthy life expectancy



Improved school readiness for early years children



Reduced number of term babies born with low birth weight



Increase in the number of adults living with learning disabilities who are living in appropriate accommodation



More people with long term conditions feeling supported to manage their condition



Mental health – at least 50% of people completing treatment with IAPT should recover



This is a summary of the Croydon Health and Care Plan.
You can read the full document at www.southwestlondonics.org.uk