

## Foreword

By Councillor Louisa Woodley, Chair of the Croydon Health and Wellbeing Board

Croydon is an exciting and diverse borough that is growing rapidly – both physically and in through culture, employment, and its rapidly transforming health sector. We are in the midst of a revolution in health and wellbeing with multiple partners within the Health and Wellbeing Board significantly shifting their focus towards preventing ill health rather than focusing on just dealing with the aftermath of an unhealthy existence.

Our Health and Wellbeing strategy is about how we work together to create the best conditions for people to live fulfilling lives. Everyone in Croydon deserves the best start in life and to grow up to work and live in an environment that enhances their wellbeing. This means living in a place that feeds your sense of worth, has community and feels safe, having clean air to breathe and environments that encourage healthy choices.

Our Health and wellbeing strategy is an opportunity to capture the considerable work already going on across the borough and bring it together into a coherent strategic whole. The system needs to be designed for more effective communication between partners and the public to be able to see and take part in the changes as they are developed. This strategy is a tool to assist in the necessary shift towards prevention, both within the health and social care system but also within the wider community.

Across society there is an increasing understanding that it is not good enough to merely focus on dealing with problems when they arise, there is a need to understand and tackle the root cause and stop issues from arising in the first place. To achieve this requires a shift in attitudes and cultures within our health and care services and beyond. The role of the Health and Wellbeing Board and this strategy is to provide the strategic oversight for those delivering this work and facilitate working together as a system to reach this goal.

I am very proud of the work being undertaken within Croydon, underpinned by the ambitious development of One Croydon and the council's recent corporate plan focusing on prevention and localities based working. The development of the Health and Care Transformation plan to be published in March 2019 will support the delivery of the strategy focusing on joint actions agreed by leaders from the council, NHS and the voluntary sector within the Croydon Transformation Board.

This is an exciting time for health and wellbeing in Croydon. This strategy represents a step change in providing transparency through the prevention agenda and welcoming the opportunity of locality approaches across the borough.

## Challenges in Croydon

9.9 years difference in male life expectancy Selsdon and Ballards and Selhurst

2,004 households in temporary accommodation

7.6 % Unemployment rate

1 in 10 4-5 year olds in Croydon are obese

47,978 adults in Croydon have a common mental health problem at any one time

In 2016 445 babies born weighing less than 2.5kg (5.5lb)

It's estimated that 10,041 older people are lonely and 5,522 are experiencing intense loneliness

349 children aged 10-18 supervised by a youth justice team

58.3% of students achieved 5 GCSE's grade A\*-C

### Improving Health and Wellbeing

Becoming a healthier, happier borough requires improvements in living conditions, opportunities and lifestyle choices.

Over 10,000 people in Croydon live in areas ranked amongst the most deprived 10 per cent nationally. 1100 children are born in to poverty every year in Croydon. People living in deprived neighbourhoods are more likely to experience multiple disadvantage, die earlier, and have more years in long-term ill health. This is wrong and it needs to change.

Improving health requires having better social and economic conditions. For example, people living in good quality affordable houses, achieving in education and working in good jobs.

The majority of early deaths are still related to unhealthy lifestyles; smoking, excessive alcohol use, poor diet, and low levels of physical activity. More often than not, people who develop long term health conditions have two or more of these risk factors. Poor lifestyle choices shorten lives and burden the health system. To be the best borough for health and wellbeing everyone must work together to get mentally and physically healthier.

### Improving Health and Care services

As more people develop multiple long term conditions, focus shifts from curing illnesses to managing health conditions. Health and care services need to adapt to these changes. Too often care is organised around single illnesses rather than all of an individual's needs. Many people are treated in hospitals when care in their own homes and communities would be better for them. Services can sometimes be hard to access and difficult to navigate.

Croydon will continue to develop the leading-edge work of One Croydon on making care services more person-centred, integrated and preventative. All organisations need to work together to achieve this.

Improving health services needs to happen alongside achieving financial sustainability. This is a major challenge. Making the best use of the collective resources across organisations will help us sustain and develop Croydon's health and care system.

## Ambition

'Working 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'

### Vision:

'Croydon will be a healthy and caring borough where good health is the default not the exception and those that experience the worst health improve their health the fastest. The people of Croydon live their lives with minimal need for services, but when they do need them the services are available in the right place, at the right time.'

### How are we going to do that?

Reducing Inequalities – People experiencing the worst health will improve their health the fastest giving everyone the best opportunity to live long, happy and healthy lives

Focusing on prevention–We all have a role to play in preventing avoidable physical and mental harm caused by inequality, individual characteristics, lifestyle and environmental factors. Together we can create a better Croydon where opportunities are maximised, all can contribute and all can fulfil their potential, living longer, healthier lives

Increased Integration – With health and care services that place people, their families, neighbours and communities at the heart of decision making we will provide joined up care in the best place and in the best way for them to achieve positive outcomes. This is the best way to ensure a sustainable health and care system for people in Croydon today and for our future generations.

## 8 Priority areas:

- 1. A better start in life**
- 2. Strong, engaged, inclusive and well connected communities**
- 3. Housing and the environment enable all people of Croydon to be healthy**
- 4. Mental wellbeing and good mental health are seen as a driver of health**
- 5. A strong local economy with quality, local jobs**
- 6. Get more people more active, more often**
- 7. A stronger focus on prevention**
- 8. The right people, in the right place, at the right time**

- 1. A better start in life** ensuring that children and young people are provided with the best physical and emotional environment for growing up in.

There is a huge opportunity to improve health and wellbeing outcomes and reduce inequalities by focusing on children and young people and their families from before conception through the early years of life. A better start in life provides important foundations for good health and wellbeing throughout life and for future generations

This means a better start for every Croydon baby from planning a pregnancy to age two, by providing high quality, and joined up primary care, antenatal, maternity, children and family services. Parents and care givers should be supported within their communities in accordance with their health and social needs, this should include addressing issues from before pregnancy. There will be a focus on the **first 1,000 days** on the back of the Director of Public Health's 2018 Annual report.

Ensuring the best start will make a significant impact on the emotional resilience and mental health of children as they mature. However, many of our older children may not have received all the support they needed in these crucial early years or they may have experienced one or more adverse childhood events while negatively impact on their mental health. We must work to promote mental health and emotional wellbeing for all children and young people of Croydon. Supporting the development and delivery of the **Children and Young Person's Mental Health Transformation plan**.

All Croydon children should enter school at reception age ready for school and equipped to have the best chance at life.

Croydon must continue its work to address **healthy weight** in children. There should be focus on reducing the differences which exist across the borough. Prevalence among children in the most deprived areas of Croydon is double that of children in the least deprived areas. The **child healthy action plan (2017-2020)** takes a partnership approach across Croydon to addressing both healthy eating and physical activity levels.

There is an opportunity with the new **London Healthy Years programme** to focus efforts on younger children; this should be a priority to reduce the number of children overweight and obese in reception.

## **2. Strong, engaged, inclusive and well connected communities**

The relationships and resources in communities are building blocks for good health. Croydon has brilliant and diverse communities, well-established neighbourhood networks and a thriving third sector; we must harness these strengths. Croydon's Health and Wellbeing Board will further its engagement with communities through an annual **Health Summit**.

There are vulnerable groups and areas of the borough which experience health inequalities. These include people in poverty, migrants, refugees and asylum seekers, the homeless and people with disabilities. People's health outcomes can also depend on specific characteristics, such as ethnicity, gender and sexuality, amongst others. For some groups, tailored work can help close the gap in health outcomes, sensitive to specific needs, we are increasingly seeing the value that peer support programmes and using community assets has in these areas. This also applies for those with learning and/or physical disabilities who need specific support in order to thrive in the borough. **Fair access to person-centred services, which build on individual and community strengths, will help reduce health inequalities in Croydon.**

Being an **inclusive borough** means actively promoting our diverse communities and maximising opportunities for traditionally excluded groups to contribute to the life of Croydon. We must build on the strengths of all people and recognise first and foremost their roles as employees, volunteers, investors and consumers. Our built environment, transport, housing must all promote independence and social inclusion.

In September, the borough of Croydon was awarded '**Working towards Dementia Friendly 18/19**' status by the Alzheimer's Society. The success of the work by Croydon Dementia Action Alliance (CDAA) is a great example of partnership working which can be utilised alongside new work stream such as **Make Disability Everyone's Business** being developed with service users, their families and carers to improve their lived experience.

### **3. Housing & Environment to enable all people of Croydon to be healthy**

To be a healthy borough, our environment must promote positive wellbeing. This means Croydon's homes are affordable, warm, secure, and support independent living. This includes developments such as over 10,000 new residences being built in Croydon.

Green space, leisure provision and walking and cycling opportunities promote health and happiness. Considerations about future growth must ensure **adequate development of healthy high streets and enhanced open spaces**.

As Croydon grows and care settings change, facilities must enable the best care to be provided in the right place for the most efficient use of resources. Health and social care organisations need to ensure **there are enough facilities and they are fit for purpose** for those who use and work in them.

The average age of death for someone sleeping rough is 47 years old, and even lower for homeless women at 43. The reasons that people find themselves homeless are multiple and there is a clear, but complex relationship between housing, homelessness and health. Croydon is developing a **Homelessness Prevention Strategy** to develop a borough wide approach to preventing homelessness and addressing the needs of this vulnerable population. This includes adequate provision for temporary housing and long term housing solutions as well as support to increase access to care for people sleeping rough and outreach support.

### **4. Mental wellbeing and good mental health are seen as a driver of health**

Our ambitions for mental health are crucial for reducing health inequalities. Good employment, opportunities to learn, decent housing, financial inclusion and debt are all key determinants of emotional wellbeing and good mental health. **Improving mental health is everyone's business**. We want to see this led by employers, service providers and communities.

Three quarters of lifetime mental illness (except dementia) begins by the age of 25, so mental health and wellbeing support for children and families is a priority. This includes early support for women during pregnancy and the first few month's post-birth, improved

links with schools and better experiences for service users as they move between children and adult services.

Developed in the wake of the 2017 Woodley review the **Mental Health Transformation** plans build on the review's recommendations with redesign of community mental health services with improved information and advice, enhanced primary care support and more joined up working to improve access and reduce repeat assessments. Care for people experiencing a mental health crisis will be improved, with crisis resolution available in the community and more provision within health and social care.

**The Croydon Mental Health Strategy will be refreshed in 2019** providing an impetus to improve services across the borough and develop a preventative approach focusing not just on the provision of services but also the development of resilience in individuals and communities and supporting general mental wellbeing.

We need improved **integration of mental and physical health services** around all the needs of individuals. This means addressing the physical health needs of those living with mental illness, and always considering the mental and emotional wellbeing of those with physical illness.

There is a high prevalence of co-occurring conditions in mental health and alcohol/drug treatment populations with evidence suggesting that people are frequently unable to access care from services, including when intoxicated or experiencing mental health crisis. There are many vulnerable people within this group who easily fall through the gaps **Croydon will develop a whole person approach** to care for people so that they are able to access substance misuse and mental health services when they need them regardless of co-occurring issues.

Suicide is the leading cause of death in men under 40, and self-harm is on the rise particularly in younger populations. Croydon's self-harm and suicide prevention strategy will support a collaborative approach to making **prevention of suicide and self-harm business as usual** across the whole of health and care in the borough.

## **5. A Strong Local Economy with quality, local jobs**

A good job is really important for good health and wellbeing of working age people. To reduce social inequalities, Croydon needs a **strong local economy driving sustainable economic growth for all people** across the borough. This includes creating more jobs and better jobs, ensuring our residents have the skills and can access the right pathways to secure these jobs, tackling debt and addressing health.

One of our biggest economic strengths as a borough is our health and medical sector, with a wealth of talent and huge concentration of innovative organisations. With collaboration across private, public and community organisations, including our blossoming digital sector, **Croydon is perfectly placed to be a great location for health innovation.**

We must also recognise that health and care organisations employ a huge number of people in the borough. We must do all we can to promote the health and wellbeing of the workforce and reduce social inequalities through how people are employed.

The NHS as the largest employer in the Borough has a particular responsibility. It is not just what we commission and provide but how we commission and provide services. Our procurement and employment practices need to ensure that we ensure are contributing to ensuring a well-paid and skilled workforce that builds the capacity of local people to secure and well paid jobs and continually invest in their acquisition of skills and professional development. This is equally applicable to all employers large and small to take steps to improve the health of our workforces , as modelled through healthy workplace charters and commitments such as the Council's to the London Living Wage.

The health and care workforce within Croydon are highly trained, motivated, creative and caring, working hard to deliver high quality care for people in Croydon. This workforce, many of whom live within the borough, are an instrumental part of making change happen.

We should **work as one workforce for Croydon**. Developing shared values and collaborative working will support the joining up of services and make integration a natural progression. New population-based models of care will require the development of increased working across organisational boundaries. We will build on the fantastic work of One Croydon to take this further across all aspects of the health and care sector within Croydon.

**Working fully in partnership with the third sector** and those in caring and volunteer roles in the community will be crucial to make the most of our borough wide assets

## **6. Get more people more active, more often**

This is not just about physical activity. We want everyone in Croydon to be more active more often in multiple aspects of their lives. Physical activity has long been known to be an important driver for health but we want Croydon to go further and encourage general activity to improve health for Croydon's residents. Social Isolation is a major driver of ill health, particularly in our older residents, this can be addressed through increased availability and reduced barriers to activities across Croydon for a range of cultural, arts, and sporting activities.

If everybody at every age gets more active, more often, we will see a major improvement in health and happiness. We can reduce obesity, improve our wellbeing, become more socially connected and recover better from health problems.

Croydon has been developing its 'social prescribing' model and we want it to go further. Creating a culture across the health and care sector that social interventions are just as important as traditional service offers is key to reducing the causes of poor health and wellbeing in Croydon.

We want Croydon do be the most active borough in London. We are well placed with our existing social and cultural infrastructure, with over 120 parks, 5 leisure centres, a burgeoning voluntary sector and the future opportunities through new developments such as Fairfield Halls reopening in 2019. It means **including activity as part of treatment** more.

It also means making **active travel** the easiest and best option wherever possible, with lots more walking and cycling due to good infrastructure, creative planning and behaviour change.

## 7. A stronger focus on Prevention

'We want Croydon to be a great place where everyone can live healthy and fulfilling lives. Croydon is developing a **Strategic Prevention and Creation Framework** to be used as the start of a conversation with our communities and our stakeholders to ensure the framework can contribute to improvements in the wellbeing of all.

A radical upgrade in prevention requires a **whole-borough approach**. Obesity is a huge local and national challenge. It is preventable, but is currently rising due to poor diet, low levels of physical activity and environments which encourage unhealthy weight.

Violence blights lives and fractures communities. In many cases it is a preventable harm and as such requires a public health response to minimise future risk. Croydon will pioneer work in this area initially in relation to knife and gang related crime and extending this approach to domestic violence and sexual violence over time.

About half of people born after 1960 will develop some form of cancer during their lifetime. Many of these can be linked to lifestyle choices. Cancer prevention, early diagnosis and successful therapy will reduce inequalities and save money. Croydon must pursue a sustained programme to increase public awareness of lifestyles which **increase the risk of cancer and support lifestyle changes**.

Our services need to be more proactive and preventative in their approach. This will involve making more use of evidence-based interventions at the early stages of disease. Local, timely and easy access to tests and treatment will be important to prevent conditions getting worse, together with a focus on earlier identification of those at higher risk of developing conditions. These approaches should help people remain healthy and independent for longer and will be driven by the **Together for Health** Board.

To **protect the health of Croydon's** communities, infection prevention and control, and environmental hazards such as air quality and excess seasonal deaths will be improved by a coordinated local and regional partnership approach. The Croydon Health Protection Forum lead on this key agenda.

## 8. The right people, in the right place, at the right time

For too long health and social care has ended up creating pathways and services that suit the process better than the people that use them, this has meant that it is all too common that people find that they have 'come to the wrong place' and bounce around services before they are able to find the support or care that they need. Through mechanisms such as One Croydon, integration and collaboration between organisations will allow us to remove these barriers, and in developing services with the people of Croydon we will be able to make sure that wherever someone enters the system it is the system that takes ownership of the next steps not giving the responsibility straight back to the individual.

We will develop the Croydon system to deliver **strengths based social care** working to start with what is possible, not what is not.

For more effective, efficient health and care we need to **move more services to community settings**. This needs **population-based, integrated models of care, sensitive to the needs of local communities**. This must be supported by **better integration** between physical and mental health care with care provided in and out of hospital.

Providing care in the most appropriate setting will ensure our health and social care system can cope with surges in demand with effective urgent and emergency care provision.

How services are configured and where they are placed will change over the coming years, so **engagement with local populations** is really important.

### Who will achieve this?

**The Health and Wellbeing Board** - Provide leadership and direction to help and influence everyone to address the 8 priority areas. The Health and Wellbeing Board priority lead members will regularly update the board on the progress within their lead area. The Board will continually ask what we are doing to reduce inequalities, create a sustainable system and to improve wellbeing through shifting to prevention.

**Other groups and Boards** – The delivery of the Health and Wellbeing Strategy will be through other groups and boards that are overseen by the Health and Wellbeing Board. The structures of the Board and any sub-groups needs to align with the principles of this strategy to allow its delivery. Alongside the development of action plans to deliver the strategy there will be an extensive review of the governance structures in place to support this vision.

The Health and Wellbeing Board will work with other Local Strategic Partnership boards to assist the development of plans and strategies to achieve specific priorities and outcomes of the Croydon Health and Wellbeing Strategy

### **Health and Care Organisations in Croydon**

Our health and social care commissioner and provider organisations will lead the coordination of these changes over the coming years, starting with the Croydon **Transformation Plan** as the key mechanism for delivering this strategy

Continue to develop One Croydon as a key vessel to implement the Health and Wellbeing Strategy through integration and system development.

**Local Communities** – Take ownership and responsibility for promoting community health and wellbeing. Support vulnerable members of the community to be healthy and have strong social connections

**INDICATORS** – Shared indicators are under development across the system