



CROYDON HEALTH AND WELLBEING STRATEGY



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 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. This means moving beyond health and care services to those wider things that create and protect health, (the wider determinants of health) rather than focusing solely on managing the damage that poor mental, emotional or physical health causes to individuals, their families and communities.

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 and creates the right conditions for them to fulfil their potential. This means living in a place that feeds your sense of worth, has community and feels safe. It is about having clean air to breathe and environments that encourage healthy choices.

Our Health and Wellbeing strategy captures 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. Achieving 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 the One Croydon Alliance and the Council's recent Corporate Plan focusing on prevention and localities based working. The One Croydon Alliance brings together key partners in the borough on a scale never

seen before. Following demonstration of positive impact on outcomes and the achievement of success indicators, the One Croydon partners agreed to extend the commitment to March 2027 and work towards extending the scope. The Alliance has been integral in the development of One Croydon Health & Care Transformation plan to be published in July 2019 which will support the delivery of this strategy by 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 welcomes the opportunity of locality approaches across the borough.



**Councillor Louisa Woodley
Chair of the Croydon
Health and Wellbeing Board**



THE CHALLENGES

IMPROVING HEALTH AND WELLBEING

Becoming a healthier, happier borough requires improvements in the circumstances in which people live. All of us have a role to play in improving the conditions that shape health and wellbeing.

Over 10,000 people in Croydon live in areas ranked amongst the most deprived ten per cent nationally. 1100 children are born into poverty every year in Croydon. People living in deprived neighbourhoods are more likely to: experience multiple disadvantage; die earlier and spend 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, living in good quality affordable houses, achieving in education and working in good jobs.

The majority of early deaths in Croydon, as in the rest of the country, are the result of the impact of interactions between a number of complex circumstances, such as poverty, poor housing, having a learning or physical disability, isolation, and lack of opportunity. Unhealthy behaviours, for example smoking, low levels of physical activity and poor diet are driven by these circumstances.

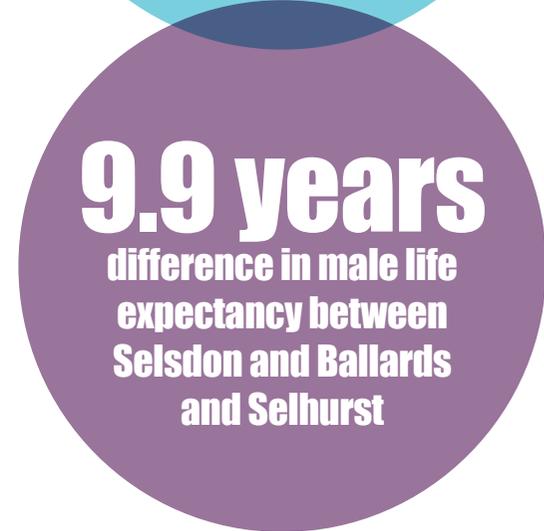
It is these social, environmental and lifestyle factors that contribute to the differences in health experienced by the people of Croydon.

IMPROVING HEALTH AND CARE SERVICES

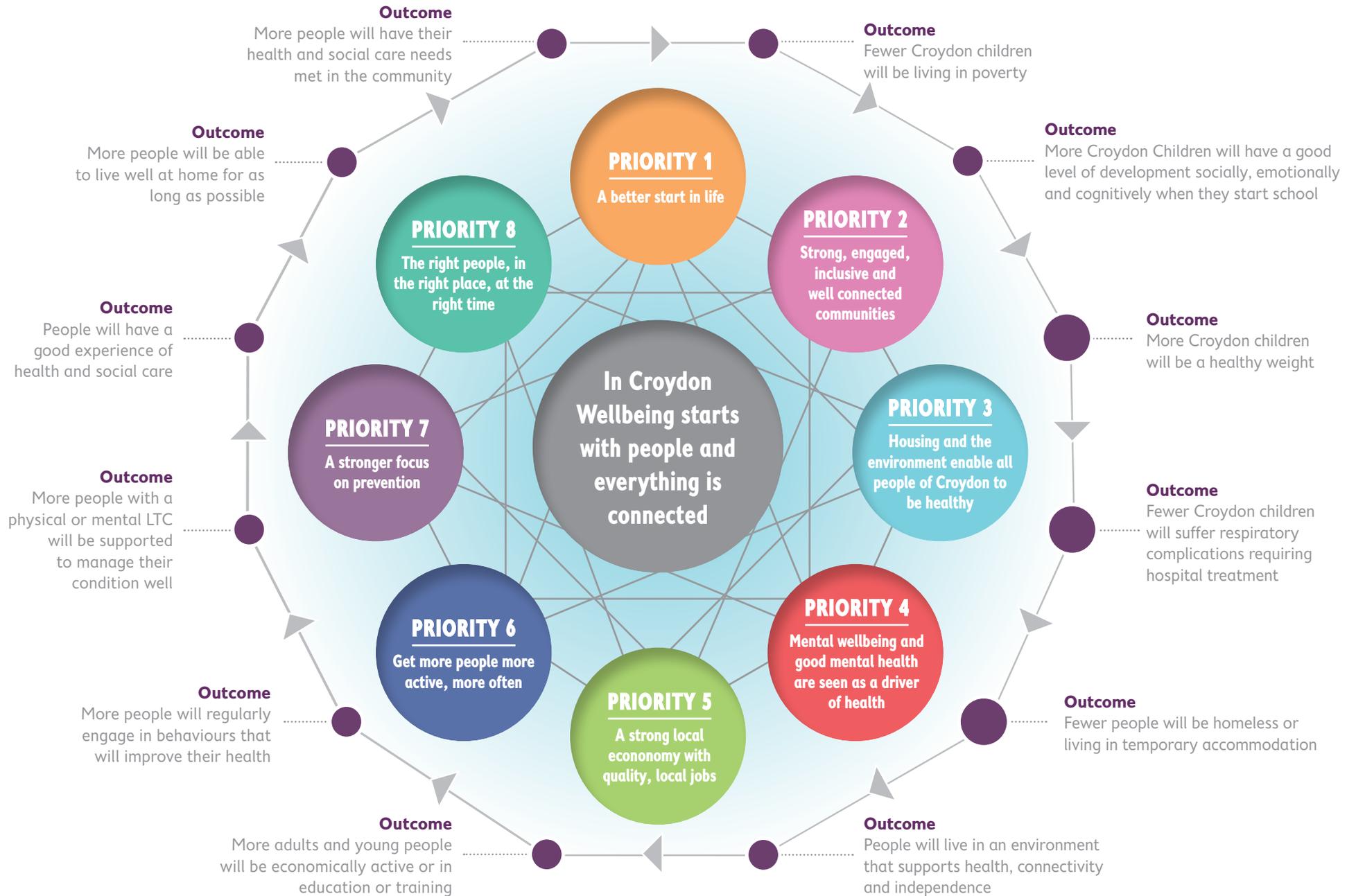
As more people develop multiple long term conditions the focus shifts from curing illnesses to managing health conditions. Health and care services need to adapt to these changes. Too often care is organised around single illnesses rather than all of an individual's needs. Many people are treated in 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 the One Croydon Alliance to make 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.



PRIORITIES AND OUTCOMES



PRIORITY 1: A BETTER START IN LIFE

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

The first 1000 days of a child's life from conception to the age of 2 are fundamentally important because they lay the foundations of lifelong health and wellbeing. A child's experiences are shaped by the world in which their parents and carers live which is in turn shaped by a wide range of environmental, social and economic factors such as housing, a strong community, employment and education.

This means there is a huge opportunity to improve health and wellbeing outcomes and reduce inequalities by focusing on children and young people, their families and the circumstances in which they live from before conception through the early years of life. A better start in life for every Croydon baby from planning a pregnancy to age two means a focus both on the environmental, social and economic factors that affect the child's life and by providing high quality and joined up services from before pregnancy, through the antenatal period and up to the early years. Parents and care givers should be supported within their communities in accordance with their health

and social needs, including addressing issues from before pregnancy. We will therefore focus on implementing the recommendations from the Director of Public Health's 2018 Annual report which is about the first 1,000 days. 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 during these crucial early years or they may have experienced one or more adverse childhood events which 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 in **reception** 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 a 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 Weight 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 who are overweight and obese in reception.

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



PRIORITY 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, homeless people 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. Learning from this will **inform a new Make Disability Everyone's Business programme** which is being developed with service users, their families and carers to improve the lived experience of people living with disabilities.

Our built environment, transport, housing must all promote independence and social inclusion.



PRIORITY 3: HOUSING AND THE ENVIRONMENT 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 new developments such as the commitment to build more than 10,000 new residences 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 outreach support and to increase access to care for people sleeping rough.



PRIORITY 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 months 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** plan builds on the recommendations made. The plan commits to a redesign of community mental health services including improved information and advice, enhanced primary care support and more joined up working to improve access and

reduce repeat assessments. Care for people experiencing 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 opportunity to 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 across the life-course.

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 mental health with alcohol/drug misuse, with evidence suggesting that people are frequently unable to access the care they need from services. There are many vulnerable people

within this group who easily fall through the gaps and end up in crisis. **Croydon will develop a whole person approach** to care for people with co-occurring mental health and substance misuse, so that they are able to access substance misuse and mental health services when they need to.

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.



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



PRIORITY 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 a 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 are developing a well-paid and skilled workforce that builds the capacity of local people to find and maintain and secure well paid jobs. This is equally applicable to all employers large and small who can take steps to improve the health of our workforces, as modelled through healthy workplace charters and the Council's commitment 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

12,400
people were
unemployed in
Croydon in 2018



PRIORITY 7: A STRONGER FOCUS ON PREVENTION

We want Croydon to be a great place where everyone can live healthy and fulfilling lives. A radical upgrade in prevention requires **a whole family, 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 cause of 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. Cancer prevention, early diagnosis

and successful therapy will reduce inequalities and save money. Croydon must pursue a sustained programme to remove barriers to healthy lifestyles and support the behaviours needed to reduce the risk of preventable cancers. **We will redesign the lifestyle services in Croydon to provide a co-ordinated and wide ranging offer.** This will be tailored around the needs of the individual and will maximise our collective assets as a borough to support healthy behaviours.

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 One Croydon **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** will lead on this key agenda.

4 in 11
reception age
children in Croydon
are obese



PRIORITY 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 the One Croydon Alliance, 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 **community led** support 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 requires population-based, integrated models of care that are 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, and provide effective urgent and emergency care.

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

94,434
Croydon has the
largest population
of younger people
aged 0-17 in
London



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 will have a program of review to engage relevant partners to ensure the delivery of the commitments within the strategy. The Board will continually ask what we are doing to reduce inequalities; create a sustainable system and to improve wellbeing through shifting to a preventive approach.

OTHER GROUPS AND BOARDS

The delivery of the Health and Wellbeing Strategy will be through the Health and Wellbeing Board, the Local Strategic Partnership Board and their affiliated groups and boards, as well as wider boards from areas not traditionally seen as being key to health yet equally important. The structures of the Health and Wellbeing Board and any sub-groups needs to align with the principles of this strategy to ensure 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 additionally work with its wider partners and local communities to assist the development of plans and strategies to achieve specific priorities and outcomes of the Croydon Health and Wellbeing Strategy.

PEOPLE AND 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.

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 Health and Care Plan** as the key mechanism for delivering this strategy.

We will continue to develop the One Croydon Alliance as a key vessel to implement the Health and Wellbeing Strategy through integration and system development.

One health and care system working to make sure that every individual is able to say:

'I am in control of my own health and wellbeing'

'I am able to stay healthy, active and independent as long as possible'

'I live in an active and supportive community'

'I can access the support my family and I need'

'I can access quality services that are created with me and my family in mind'



*The Health and Wellbeing Board is a statutory board of the council
made up of the following partners:*



Representing the community and voluntary sector on the board:

