

The background of the slide is a photograph of a street market. On the left, there is a KFC restaurant with its iconic logo. The street is lined with buildings and market stalls. In the foreground, there are stalls selling fresh produce, including a large display of oranges and lemons. The scene is brightly lit, suggesting a sunny day.

Collaboration of health and care in Croydon

Update for the Croydon Health and Social-Care Sub-Committee

Tuesday 24 September 2019

Mike Bell
Chair
Croydon Health Services
NHS Trust

Dr Agnelo Fernandes
Clinical Chair
NHS Croydon Clinical
Commissioning Group

Matthew Kershaw
Interim Chief Executive
Croydon Health Services
NHS Trust

Mike Sexton
Chief Finance Officer
NHS Croydon Clinical
Commissioning Group

One Croydon Alliance – a joined-up approach for people in Croydon

The 'One Croydon' Alliance began delivering real benefits to people in our borough in 2017

- A formal partnership between local GPs, Croydon CCG, CHS, SLAM, Croydon Council and Age UK Croydon, we are focused on improving the health and wellbeing of older people in the borough.

- The Alliance has now extended its remit to consider the health needs of people of all ages in the borough, after beginning focussing on those over 65



Growing recognition

One Croydon was crowned the winner of a **Local Government Chronicle Awards** (March 2019)

One Croydon alliance was given a commendation in the latest **Municipal Journal Achievement Awards** (April 2019)

Praised for helping elderly residents stay well and independent for longer, avoiding unnecessary hospital stays.

The Alliance was praised for '**system-wide leadership**' and having a '**real impact**' in improving peoples' lives.

Building on the success of One Croydon...

Croydon Health Services NHS Trust and NHS Croydon CCG are bringing together some functions to remove duplication and free-up resources for reinvestment on the frontline



This will help us to:

- speed-up decision making
- deliver real quality improvement
- get the best possible spend for the Croydon pound

Working together to improve health and well-being

- Same direction as the NHS Long Term Plan
- Putting Croydon forward as a vanguard in the journey we began four years ago
- Ever-closer collaboration between primary care, hospitals, mental health services, local authorities and voluntary sector

Where are we now?

Joint control total

A first for Croydon, and for London

- Agreeing the targets we will work towards together to fund service improvements
- Helping to return the local health economy to financial surplus
- Getting the best possible spend for the Croydon pound

Joint Chief Pharmacist

Our joint pharmacy team has been a frontrunner in our local integration plans saving time, money and leading to more coordinated care

- All six Integrated Community Networks now include pharmacists
- Visiting patients at home to improve medication use
- Joining GP 'huddles' to help different parts of the system work better together

Joint appointments, teams and functions

Joint Chief Nurse appointed May 2019, with responsibility for nursing, midwifery and AHPs

Joint Safeguarding team brings together combined expertise at the Trust and CCG to strengthen our protection for children and vulnerable people

Joint quality & clinical governance for greater transparency and a single view of quality, to speed-up continuous quality improvement



Building a shared leadership team

Matthew Kershaw has been appointed as Joint Croydon Health Services Chief Executive and Place-Based Leader for health

- Matthew will be responsible for the vision, strategy and delivery of health services in Croydon



Sarah Blow will be responsible for the commissioning of local services

- Sarah will ultimately be accountable for leading the merged CCGs across South West London, including NHS Croydon CCG
- Both take up their new roles on 1 Oct 2019



Conflicts of interest?

Responsibilities related to commissioning, procurement and contracting will remain a CCG only function to manage any potential conflicts of interest.



The difference for our communities

Helping deliver quality support and joined-up care closer to home and in hospital

LIFE - Living Independently For Everyone

Making a difference to how we care for people by preventing hundreds of unnecessary hospital admissions

Supporting people who have left hospital with visits in their own homes within two hours

More than 1,000 referrals in the first year

60% of people participating in the LIFE programme do not require long-term care packages after discharge from hospital

New dermatology service

Hospital clinicians and GPs are working closely together to support patients

- Training up GP experts across the borough
- Soon hubs across Croydon will provide ongoing expert dermatology care



SWOT analysis of our alignment...



Strengths

- **Croydon partnership working** building on the success and delivery to date of the One Croydon alliance
- **Staff are our strongest assets** joint leadership posts showing the way for integrating teams with a focus on improving quality
- **Removing barriers** and organisational silo working
- **Ahead of the curve locally and nationally** developing what we need for Croydon
- **Strong relationships and a clear vision** making the necessary changes we need for integrated care to work

Weaknesses

- **Alignment is health only** at this initial stage, a stepping stone for wider system integration
- **Capacity** need to integrate whilst still managing business as usual
- **Need to develop CHS as provider of choice** improve and promote experience, quality and outcomes of care to further encourage local people to 'choose Croydon'
- **No easy path to follow** this is new - we need to carefully manage changes and risks - we don't yet have huge experience in this – no one to learn from

Opportunities

- **Potential to improve outcomes for patients** by joining up services and looking at the underlying health issues rather than treating illness
- **Interesting and varied careers for staff** across the system
- **Single focus on quality and financial management** joint board focussing on single financial strategy
- **Creating a shared culture** programme of organisational development and staff engagement
- **Sharing best practice** through King's Fund network with Cumbria
- **Improve patient outcomes** through more efficient and effective services and put Croydon on the map
- **Improve care for patients** more rapidly and sustainably through collaboration, rather than competition

Threats

- **Conflicts of Interest** responsibilities related to commissioning, procurement and contracting will remain a CCG only function
- **Do nothing financial challenge** need to work together to address this scenario
- **Impact of change on staff** some will deal with change better than others and could impact on morale
- **Distracts us from the day job** and delivering on our current and distinct priorities
- **Limited management and clinical capacity** to deliver change

Next steps

Our proposals to bring the Trust and CCG together are available for people to review and ask questions.

Our aim is for the Trust and CCG's partnership to be fully up and running by **Spring 2020**

Our timeline

Apr 2019: Go live with agreed Joint Control Total

August 2019: Appointment of a place based leader for health

October 2019: Appointment of single leadership team across CHS and CCG and shared management team arrangements

Oct to March 2019: Standing up shadow joint functions and shadow board formally

Ongoing: Engagement and collaboration with Croydon and SW London partners including the emerging development of a proposed single SWL CCG



Croydon Health and Care Plan



Health and social care organisations across Croydon have a shared commitment to work together

The Croydon Health and Care Plan sets out priorities and long term goals for improving health and wellbeing across the borough

The plan emphasises three clear priorities:

- **Focus on maintaining wellbeing and proactive care:** supporting people to stay well and manage their own health by making sure they can get help early
- **Unlock the power of communities:** connecting people to their neighbours and communities, who can provide unique support to stay fit and healthy for longer
- **Develop services in the heart of the community:** giving people easy access to joined up services that are tailored to the needs of their local community

The Health and Care Plan will be published and launched in September 2019

Croydon Health and Care Plan
2019/20 – 2024/25



Engaging to develop the Health and Care Plan

Insight led plan

We have used the ideas generated during engagement and from existing insight, as well as considering priorities around prevention and early intervention that have been published in the NHS long-term plan published in January 2019

All our partners committed to developing this plan in partnership with local people:

- **Summer/Autumn 2018:** health and care partners considered the views of local people gathered over the previous year
- **November 2018:** more than 160 health and care frontline staff, local people, MPs and representatives from community organisations
- **May 2019:** published draft plan as discussion document to test with partners and local people who helped shape it
- **September 2019:** publishing the plan won't be end of the conversation – we want to work together to put these plans into action

Croydon's Health and Care Plan will be supported by the South West London five year strategy



1) Local Borough plans

2) Enhancing Clinical Care and Standards

3) Critical enablers

4) Our developing system



- Croydon
- Kingston
- Merton
- Richmond
- Sutton
- Wandsworth

Local Borough plans

Enhancing Clinical Care and Standards

- Cancer
- Cardiovascular
- Respiratory
- Learning disability
- Autism
- Mental Health
- Maternity

- Workforce
- Training
- Leadership

A workforce to care

An estate to support first class care

- Our plans for our Estate

- Digital and Technology Strategy

Using technology to improve care

• Our System Architecture

- Integrated Care system



Moving Forward Together

A proposal for a single South West London CCG

In parallel, all six local governing bodies are considering a potential south west London CCG merger by April 2020 in line with the NHS Long Term Plan and aligned to our Croydon place plans



All CCGs want to make sure our people and functions are in the right place, at the right level and the right scale in the future

We will remain flexible in our approach to meet the needs of people in Croydon

- **Full delegation to Croydon Local Committee from SWL CCG**
- **GP clinical majority on local committee**
- **Decisions relating to local care in Croydon will be made in Croydon with partners**

Benefit realisation for a single SWL CCG



Improving patient experience and quality

- Commission once for 1.3 million population to improve relationships with specialised NHS providers and have greater influence
- Develop more sustainable workforce, recruitment and retention strategies

Improving performance

- Cancer targets more effectively managed across south west London as a whole
- Consistent commissioning of maternity services
- Easier to work with LAS and NHS 111
- Pool limited specialist resources, reduce duplication and improve delivery of care

Improving finance

- Reduce governance and contracting structures
- Centralise limited specialist resources for example IT, estates, and workforce
- Invest in primary care development and strategy teams whilst still collectively delivering 20% running cost saving
- With £400m to £500m challenge across SWL, we must work together to manage risk

Our journey to 'total place'

How we get there is for us to agree

- Place-Based committee
- Devolved budget
- Social care integration
- Including primary care and mental health
- ICN+
- Empowered communities
- Resilient neighbourhoods



The NHS is Croydon's biggest employer

- Strong sense of 'place' (65% staff local)
- Contributing to a wider vision of a regenerated Croydon
- Move from seeing patients as conditions to be fixed, to empowering and supporting people to live longer, healthier lives



Discussion

