
Out Of Hospital Strategy –

Strategic environment

The One Croydon Alliance is implementing a transformation of Out-of-Hospital and Planned Care across the borough through the adopting of a radical new, shared model of care, as envisaged in the NHS Long-Term Plan and Croydon Health and Care Plan . The new model will deliver locality-level teams, configured to the particular needs of that area. These multi-disciplinary, multi-agency teams will coordinate care for identified patient groups to help more proactively manage their health and wellbeing.

This will see more care provided in primary and community care locations, shifting the focus of care from the acute sector. Services will focus more on prevention and maintenance of good health and wellbeing, and away from reactive historic patterns. The aims of this new model will be to create better local care, improve the experience of health and wellbeing for residents and patients, and integrate services across the sector, bringing together statutory and non-statutory agencies in a joined-up model.

Out Of Hospital Strategy – New Addington

In the South East locality, there is also a need for improved and expanded primary and community health facilities, both to accommodate this new model of care, but also to address an under-provision of services in the locality; the primary care shortfall is projected to reach 1,397m² by 2039 (equivalent to around 51.4% of the current GIA). There is a particular issue around Parkway Health Centre (Parkway HC), which is the current hub for health and wellbeing services in the area and is of poor quality and has limited scope for redevelopment.

In addition, the New Addington area in particular exhibits high levels of deprivation, particularly among children and young people.

The Centre will include the following:

21 consulting rooms

5 treatment rooms

Big group room

Space for voluntary sector – information and advice

Touch down desk space for health and social care staff.

Community Diagnostic Centre

2100 m²

South East

Original scheme

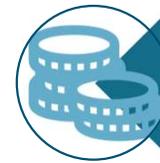
Health and Wellbeing Centre (HWC)

Part of town centre redevelopment

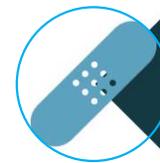
- Original project Council-led (Brick-by-Brick)
 - Cancelled late 2020
- Health + Social Care elements
 - Area of high need (*see graphic*)
 - Healthcare component
 - Primary care
 - Community element (2x C/E, 4x Treatment, Podiatry)



Young demographic



High deprivation



Specific health and care needs

New Addington redevelopment

Original proposal was a leased HWC as part of the proposed Council-led redevelopment of New Addington. This would have been adjacent to a hub for Council-provided services such as Housing, Education, Social Care, etc.



Image: Avanti architects

The option was rejected as the project was cancelled due to the Council's financial challenges.

- Positives:**
- ✓ Central location
 - ✓ Adjacency to Council services
 - ✓ Purpose-Built

- Drawbacks:**
- ✗ Timescale beyond Wave 3 funding limits
 - ✗ Dependency on Council to progress
 - ✗ Affordability to Council (Section 114)



Rebuild on Parkway HC site

The second option considered was to rebuild adjacent to the current Parkway HC. The existing Health Centre would then have been demolished, to make way for a car park.



Image: Academy Consulting

The option was rejected due to it being unaffordable.

- Positives:**
- ✓ Timescales
 - ✓ Existing NHS site
 - ✓ Minimise disruption (vs. refurbishment)

- Drawbacks:**
- ✗ Capital cost (c.£7m)
 - ✗ Deliverability
 - ✗ Issue with obtaining site



New Town Centre site

The latest option would see the HWC in a new build facility in the town centre, adjacent to the new Leisure Centre. This would be part of a revised redevelopment of New Addington, but the HWC development would be led by the NHS, unlike the original option. Programme delivery is Feb 2024.

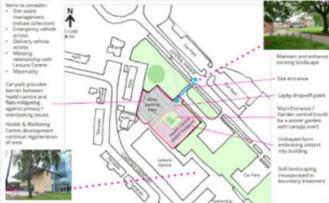


Image: MEB Architects

The option is being considered.

- Positives:**
- ✓ Central location
 - ✓ Adjacency to Leisure Centre
 - ✓ Disposal receipt from sale of Parkway

- Drawbacks:**
- ✗ Revenue costs
 - ✗ Programme vs Wave 3 funding cut-off
 - ✗ Need to procure site



Extend existing Parkway HC

Two different options for extending and refurbishing the current Parkway HC were considered, both retaining the majority of the current NHS facility (substantially unchanged) – therefore not addressing current issues.



Image: Academy Consulting

This option was rejected due to costs and the operational disruption.

- Positives:**
- ✓ No land purchase needed
 - ✓ Existing NHS site
 - ✓ Lower capital costs (vs. new build)

- Drawbacks:**
- ✗ Disruption to services during works
 - ✗ Capital cost c. £3m
 - ✗ Poor quality of existing Parkway HC

Options process to date

Range of possible options considered

Background

The Croydon Out of Hospital (OOH) programme provides the Borough with a range of possible benefits:

- Care closer to home
- Released capacity in acute estate
- More responsive services, focused on prevention

The OOH programme has identified potential efficiency benefits of c.£2.96m p.a.

However, the full benefit and improvements in efficiency from the OOH programme can only be achieved if the primary and community estate has sufficient capacity.

The current Parkway Health Centre is no longer fit for purpose. The proposed solution is therefore a new **Health & Wellbeing Centre (HWC)**, offering improved primary and community facilities.

Options considered to date

A range of options have been considered for the locality:

New Addington redevelopment: A new-build as part of a Council-led redevelopment of New Addington town centre (*Rejected*)



Rebuild on Parkway HC site: A new-build HWC on the existing Parkway HC site (current building would be demolished) (*Rejected*)



Extend existing Parkway HC: Various options for extending the existing Parkway HC were assessed, all of which retained elements of the existing facility (*Rejected*)



New Town Centre site: A new-build HWC on a town-centre site, development to be led by the NHS (land currently Council-owned)

Locality Population profile

The population of South East locality based on Office of National Statistics (ONS) data (2020) was estimated at around 42,221 with the following characteristics:

- A higher proportion of children (0-15) (23.6%) than the England average and Croydon as a whole (Croydon in turn has a relatively young population compared to the rest of the country)
- A smaller working age population (16-64) than either comparator (60.1%)
- A higher proportion of those aged over 65 (16.4%) than the Croydon average, although below the average for England.

The population characteristics of the locality differ between the two main areas: New Addington has the younger population, with needs related to its age profile (e.g. maternity and care for children), whereas Selsdon has an older population with different needs (Long-Term Conditions (LTCs), Cancer, etc.)

The New Addington area in particular exhibits relatively high deprivation levels, with nearly 69% in the most deprived 20% nationally on the Index of Multiple Deprivation (IMD) metric, with 42.9% of LSOAs in the most deprived 20%.

Locality Health and Care Needs

The New Addington area in particular suffers from high rates of deprivation in children, with a number of wards being in the top 10% of most deprived in the country.

General Practice

Data shows that the GP practice list sizes in the area is projected to grow at over 11% over the next decade, placing additional pressure on already-stretched resources.

Croydon CCG's Estates Strategy 2016 prioritised the locality for future funding and estate expansion, mitigating both the marked deprivation of New Addington and the growth in population and the impact of the Local Plan's additional housing stock.

Key issues for Children's services in Croydon:

- Croydon has the largest child population in London
- Almost a fifth (18.7%) of children under 16 in Croydon live in low income families
- High levels of childhood obesity
- U-18 admissions for mental health conditions are higher than London and national averages

Issues for New Addington specifically:

- New Addington has 7.2% of Croydon 0-17 year olds
 - Low rates of immunisation e.g. MMR2 only 43.9% of 5 year olds (67.0% Croydon, London 77.8%)
 - 15.7% of Croydon's looked after children
 - 13.5% of all Early Help referrals (Jan-May 2019)
-

Locality Health and Care Needs

Specific issues in the locality include :

- None of the postcode (LSOA) areas in New Addington are classified as “Healthy” on the ACORN wellbeing scale (the highest of the four ratings)
- 11.5% of the locality as a whole is classified as “Health Challenged” (the lowest rating)
- More than 20% of people smoke (highest in the Borough)
- Nearly 15.5% of the population suffer from Hypertension (high blood pressure), an indicator for Cardio-Vascular Disease risk, Stroke and other conditions.

South East	
Total Number	5,486 people have been diagnosed with depression (3 rd highest out of 6 localities)
Rate	1,261 per 10,000 population have been diagnosed with depression (Highest out of 6 localities)
High Density Areas	- Middle part of Selsdon and Addington Village ward

South East	
Total Number	6,733 people diagnosed with hypertension (2 nd lowest out of 6 localities)
Rate	1,548 per 10,000 population diagnosed with hypertension (Highest out of 6 localities)
High Density Areas	East part of Selsdon and Addington Village ward

South East	
Total Number	2,785 people diagnosed with diabetes (Lowest out of 6 localities)
Rate	6.4% of people diagnosed with diabetes (2 nd highest out of 6 localities)
High Density Areas	- Most of New Addington North ward - Parts of New Addington South ward - Half of Selsdon and Addington Village

South East	
Total Number	8,938 current smokers (3 rd highest out of 6 localities)
Rate	2,055 per 10,000 are current smokers (Highest out of 6 localities)
High Density Areas	- New Addington North and South wards - Two small areas in the south of the Selsdon and Addington Village ward

Timeline

Proposed timelines

- Agree disposal at Cabinet in March 2022
 - CCG outline business case approval June 2022
 - Option Agreement put in place with PHP June 2022
 - Scheme prepared and planning submitted October 2022
 - Planning granted January 2023
 - Start on Site March 2023
 - Completion March 2024
-