welcome to the bromley by bow centre

Unleashing healthy communities

health by stealth
It’s easy to mistake the Bromley by Bow Centre for a health centre.

It’s actually a community department store.
A question from a Darzi Fellow…
What does the Bromley by Bow Centre’s experience teach us about how we should build health centres?

Answer:
We should stop building health centres!
What does a community department store in the East End of London look like?
around 90% of consultations in the health system happen in primary care and it’s the most under-utilised resource in whole of the NHS

we need to stop building health centres because they are principally focused on illness not health

the shape of primary care is pretty much unchanged since 1948...and it needs to change

we seem to continue to believe that our health system should be about responding to biomedical conditions not building healthy communities

despite the fact we know that our health is 70% driven by social determinants...put simply.....
Charles Booth’s poverty map 1898

- Lowest class
- Very poor
- Poor
- Mixed
- Fairly comfortable
- Middle class. Well-to-do
- Upper-middle and Upper classes. Wealthy
Index of Multiple Deprivation 2010

Dimensions of deprivation:

Income deprivation, employment deprivation, health deprivation and disability, education, skills and training deprivation, barriers to housing and services, living environment deprivation, crime.

Today 28% of Londoners live in poverty, with 40% of children living in poverty.

Tower Hamlets is the 7th most deprived local authority area out of 326 local authority districts in England.

16 out of 17 of its wards are amongst the 20% most deprived in the country with 12 wards in the 10% most deprived wards.

almost 50% of children in Tower Hamlets live in poverty.
**Behaviour: the 4 healthy lifestyle factors in Tower Hamlets**

Clustering within individuals, aggregation within communities

- **Exercise**: 57% of adults exercise 5 times a week
- **Healthy eating**: 45% of adults eat 5 portions of vegetables and fruit a day
- **Smoking**: 27% of adults smoke, higher than the London average
- **Alcohol**: 50% of adults drink alcohol, 43% of them excessively

**For those living in social housing**

In Tower Hamlets 40% of residents live in social housing, in Bromley by Bow, almost 60%.

- Chance of being a current smoker is 1½ times higher
- Chance of having a BMI of 30+ is 1.4 times higher
- Chance of being physically active 3 times a week is 20% lower
- Chance of drinking 2+ units a day is 40% higher
The *effects* of the social determinants of health.....on health

Map shows high risk of diabetes, 15-17% (darker shaded areas)

2\(^{nd}\) highest rates of premature death in the UK from circulatory disease, cancer and respiratory disease (conditions which constitute 75% of all premature deaths)

10% of adults diagnosed with depression (4\(^{th}\) highest in London), 7\(^{th}\) highest level of mental health hospital admissions in London

13% of children in reception year are obese (6\(^{th}\) highest UK), 25% of 10-11 year olds are obese (9\(^{th}\) highest UK)

1 year survival rate for cancer amongst the lowest 10% in the UK
Socio-economic status is a major determinant of life expectancy and disability-free life.
East London annual consultation rates by age and deprivation (IMD quintiles England)

- Q1 (least deprived)
- Q2
- Q3
- Q4
- Q5 (most deprived)

Source: CEG research

Drs Boomla, Hull et al, Clinical Effectiveness Group, Queen Mary University of London
Social determinants of health

Marmot Review Priorities

- Every child needs the best start in life
- People to need to be able to maximise their capabilities
- People need to feel in control over their lives
- Having a good and fair job is vital
- Everyone needs a healthy standard of living
- People need to live in homes and communities that promote health and are sustainable and stable
- There needs to be effective ill-health prevention and accessible and sufficient clinical provision in communities
a purpose in life
a decent home
strong human relationships
the underpinning assumptions in the Bromley by Bow model...

• we need to completely redefine what we mean by ‘health’

• we need to use the principles of good business to build healthy communities

• we’ve decided to use the John Lewis model as our template

• who owns stuff matters – power dynamics matter
where is Bromley by Bow?
how did it all start?
it’s nearly always better to say yes than no or maybe
The wider determinants of health, including behaviour, have a greater influence on health outcomes than genetics and healthcare combined.
our mission is to enable people to be well and live life to the full in a vibrant community
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driven by our active values

• be compassionate
• be a friend
• have fun
• assume it’s possible
What is the Bromley by Bow Centre?

Bromley by Bow Centre
independent charity c£4.5m turnover, c150 staff, operating on 25 sites and with around 2,000 clients per week

Plus Beyond Business - incubated 69 social businesses in 10 years, 53 still trading. Turnover in excess of £5 million and created over 375 jobs

GP Partnership – Primary Care
3 sites with 26,000+ patients – including a 7 day a week 8am – 8pm Walk-in Centre. 120 staff.

Plus Poplar Harca and Unity Kitchen and Bromley by Bow Church on site
applying John Lewis principles

• ownership
• accessibility
• customer service
• range of products and services
**Social Care and arts space**
Social care, inclusive arts space and programmes, including for elders and carers. Artists’ studios.

**Welfare, Debt, Legal Advice, Financial Capability**
Social welfare and legal advice on benefits, housing, debt. Money management and fuel poverty programmes. Promotion of Credit Union.

**Social Enterprise**
Supports establishment of new social enterprises, creates service provision and employment.

**Growing spaces**
Social and therapeutic horticulture, food growing

**Park and playground**
Managed by the Centre. Recreational space, children’s playground, sporting events, summer fairs

**Children’s Centre activities**
Activities for parents and children

**Health and social care**
Healthy lifestyles promotion, weight management, mental health projects, social care brokerage, carers support, disability sports. **Social Prescribing** Receives referrals and supports those referred

**Connection Zone**
A warm welcome with engagement staff, tea and coffee. A place to meet, make friends and build social networks. Group activities, internet café with digital inclusion support, homework club, informal learning and family learning. Time Banking, Community Grants for small projects.

**Café**
Provides training and volunteering opportunities

**Church / Nursery**
Childcare provision, community celebration space

**Vocational Learning**
A range of learning options for young people and adults, including traineeships and apprenticeships

**Employment Service**
Careers advice. Extensive employer relationships, work experience placements, and support in applying for jobs.

**Health Centre**
General Practice, Community Health Services

**Social Prescribing**
Supports access to all Centre services

**BBB CAMPUS**

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**BBB CAMPUS**
A survey has revealed which professionals Britons consider the least trustworthy. YouGov asked respondents: “How much do you trust the following to tell the truth?”

- Family doctor 87%
- Schoolteachers 79%
- Local police officers 73%
- Judges 70%
- Senior police officers 54%
- Journalists on upmarket newspapers 36%
- Local MPs 36%
- Trade union leaders 27%
- Leading Labour politicians 23%
- People who run large companies 23%
- Leading Liberal Democrat politicians 22%
- Journalists on mid-market newspapers 16%
- Estate agents 14%
- Journalists on red-top tabloids 8%
Social prescribing at Bromley by Bow

Process evolved over years

Funded jointly by CCG and the Primary Care Network of five GP practices since 2013

Includes six local GP practices covering 38,000 patients

Referral form embedded in EMIS

700 referrals in 2014-15 managed by a social prescribing co-ordinator
Bromley by Bow Centre

Services to improve the social determinants of health

Services that directly support health and social care, often Public Health Programmes

Primary care and community health services
Social prescribing and service provision

Social Prescribing from 6 GP Practices (40,000 patients)
Supports patients and access to services

Specialist social prescribing for those living with and beyond cancer (Tower Hamlets, Hackney, Newham and Waltham Forest)
Supports patients and access to services

Specialist social prescribing for families with children under 5 (St Paul's Way Practice)
Supports patients and access to services

Community Connections
Outreach and engagement, builds social networks, increases functional skills, supports parenting and the home to school transition

Welfare, Debt, Legal Advice, Financial Capability
Increases capability to control one's life, increases income through access to benefits and debt and fuel poverty reduction

Health and Social Care
Promotes healthy lifestyles, use of green space, disability participation, improves mental health, provides social care and carers support

Vocational Learning
Increases skills and employability through adult and young people's learning

Employment
Supports access to fair employment

Social Enterprise incubation
Supports development of local economy, services that meet local needs and job creation
timebank coffee afternoons
Apprenticeship programme
timebank
gardening
group
Art East
social enterprise
Well programme

Transforming primary care
translation
not replication
...our top 10 tips
1. The quality of the human relationships - how people interact with each other

2. Compassion - an in-built sense of caring between people...there is a close correlation with the sense that we are here to serve

3. Generosity - the idea that giving freely to people creates a sense of self-worth for both the giver and the receiver

4. Mutual need - recognising that none of us are fully well and that we can share our humanity together and not be compromised as "professionals"
5. **Positive design and environments** - creating spaces that engage and provide a sense of welcome or safety...like being "at home”

6. **Blurring the boundaries** - services work best when they're not in silos...we all live complex and sometimes chaotic lives, so neat solutions don't always work

7. **Long journeys** - we're committed to generational change...so many health services seem to be obsessed with moving people on or getting them out the door...we believe in sticking with people
8. **Built-in fun** - having fun is often seen as having nothing to do with work - that's a very big mistake, it’s essential for success

9. **Have big expectations** - the model is all about raising aspirations and encouraging everyone (staff and clients alike) to "assume it's possible"

10. **Let go** - encourage freedom to innovate and provide resources for people to be entrepreneurial
“The Bromley by Bow Centre is the most fantastic example of public health in action, with a unique and sustainable community based approach to health and wellbeing. In many ways it moves past the concept of health and care integration and on to the next level of unleashing healthy communities, designed and delivered locally.”

Michael Brodie
Finance & Commercial Director
Public Health England
Amongst best 50 charities to work in
bromley by bow
active values

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