

Scrutiny Health & Social Care Sub-Committee Supplementary Agenda



5. Croydon's Covid-19 Response and Budget Development Update (Pages 3 - 18)

The Sub-Committee will be provided with a verbal update on the ongoing response of local health and social care services to the covid-19 pandemic.

An update on the work within the Adults Service to address the Council's budgetary challenges will also be provided in this item.

The Sub-Committee is asked to review the information provided, with a view to:-

1. Considering what conclusions to make from the information provided.
2. Considering whether to make any recommendations.

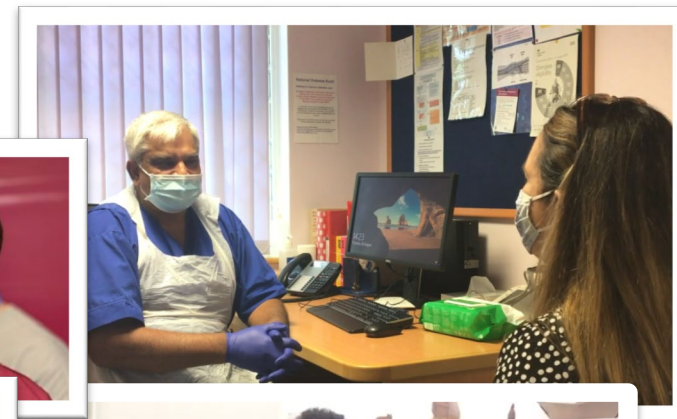
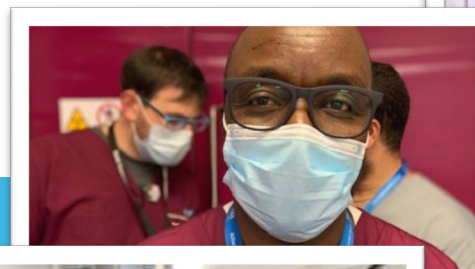
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Health, Wellbeing and Adults



Agenda Item 5



Current position in Croydon

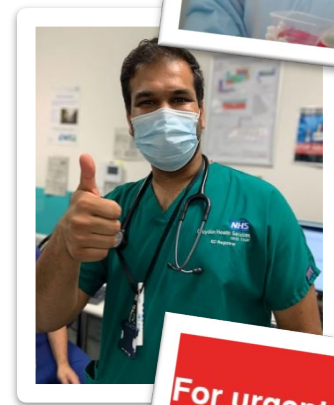
We are ready for the second wave and will continue to care for our community throughout another lockdown and beyond

Don't delay.

- We are encouraging residents to speak to their GP or seek help from the NHS if they feel unwell
- Seeing patients by phone, screen and face-to-face

Leading recovery

- Croydon Health Services is currently London's leading trusts for restoring elective surgery and treatment
- Reducing delays of planned care patients waiting to be seen
- Keeping two theatres set aside for emergency care



New restrictions

The Government has announced a new four-week lockdown to slow the rise in COVID-19 cases seen in many areas of the country

- We have immediately put in place our planning
- Using our learning from wave 2
- Keeping our services running to care and support people in Croydon

In Croydon

We have seen the number of COVID cases grow steadily

- Currently treating 25 patients in hospital for the virus.
- A further 60 cases were confirmed in the borough in the past 24 hours

***as of Friday 6 November 2020**

Preparing for a second wave

Working together with the other south west London boroughs, we have restarted the Incident Control Room (ICR). It is Gold Command for the NHS in SW London.

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The ICR is operational seven days a week 8am-8pm. We report directly into NHS England in readiness to support our NHS leaders to continue safely managing the growing incidences of COVID-19 within our community and across our wider health and care system.

Croydon was one of the hardest hit areas in the country by COVID-19 in wave one.

The strength of our response has been built on the commitment of our workforce and the success of our partnership working in the borough.

- **101,225** COVID-19 cases in the borough to date
- **1,312** COVID positive patients cared for at CUH since 11 March
- **1,009** successfully treated and discharged
- **303** patients have sadly lost their lives, including former colleagues and members of the Croydon family



Visible leadership

- **GOLD** command leading from the front
- Teamwork in the Trust and across the system
- Keeping staff informed and involved – twice weekly staff webinars, briefings and blogs
- Empowering clinicians supported by managers

Better together

- Focused on the health of our population
- Aligned with SWL and London as part of a collective response
- Maximising the benefits of integration in Croydon
- CCG continuing care lead on discharge
- Council lead on care homes
- Superb support from IP&C team
- Good supply of PPE through excellent procurement team,
- Mutual aid across partners in SWL

NHS is here for you

Making sure local people seek NHS support and treatment

We are engaging with local people to understand any barriers to consulting virtually, to improve access to those who need it most.



Hands. Face. Space.
Help us keep Croydon safe



Croydon clinicians on the front foot to encourage patients back to the NHS

Dr Nnenna Osuji, Dr Agnelo Fernandes and consultant surgeon Stella Vig on film to reassure local people that the NHS is working hard to keep you safe

Watch on YouTube

https://www.youtube.com/watch?v=IZ4gY4HxJZw&ab_channel=PressOffice

It is essential that local people continue to seek NHS advice, support and treatment for non-COVID related illnesses and health concerns.

Our engagement work over the summer told us that local people were worried about contracting Covid-19 if they attended an NHS appointment in a healthcare setting.

People were clear that they needed explicit reassurance and detailed information about what the NHS is doing to keep them safe in GP practices, hospitals and mental health settings.

- We are working hard to reassure local people through community and stakeholder engagement
- Increasing our work with community influencers
- Informing our patients, public and staff
- Targeting vulnerable groups
- Working with our stakeholders to widen our reach
- Increasing our use of social media to connect with our community

General Practice

We may be going into another national lockdown but Croydon's GPs will remain open as usual and is here for you if you need it.

Most appointments are now over the phone or by video and we have measures in place to keep patients safe if they need to come into your practice.

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If you are asked to come in, you might see the following changes:

- You'll be asked to wear a face covering
- Hand sanitiser will be available at the entrance
- Staff will be wearing PPE
- Social distancing measures will be in place, please follow the signs.



GPs in Croydon have continued to care for people throughout the pandemic so far, seeing many in person during home visits or in their surgery and also offering remote consultations to reduce the risk of transmission

GPs have been restoring activity to usual levels where clinically appropriate. Croydon GPs have also been reaching out proactively to clinically vulnerable patients and those whose care may have been delayed. We have already taken a range of actions to ensure people with mental health needs get the support they need when they are in our care:



Winter preparations

As part of our wider preparations, we have also readied our primary care winter escalation plans. Developed in agreement with Croydon's Primary Care Networks, clinical leads and Professional Cabinet, this plan sets out the steps that we'll take should we see an exponential increase cases in Croydon, including setting up a 'virtual ward' with our rapid response team to continue to care for people when they need us.

Planned care at CUH

Latest data (Sep 2020) shows CHS as one of London's leading trusts for the recovery of planned care

Highest % BAU Total Elective Activity ranked by Provider				Highest % BAU Total Outpatients - Ranked by Provider			
Provider	Average % BAU last four weeks 27 Sep 2020	BAU provider movement		Provider	Average % BAU last four weeks 27 Sep 2020	BAU provider movement	
		Movement from last week's average	Four week trend			Movement from last week's average	Four week trend
CROYDON HEALTH SERVICES NHS TRUST	88.2%	▲	↕	HOMERTON UNIVERSITY HOSPITAL NHS FOUNDATION TRUST	103.5%	▼	↕
HOMERTON UNIVERSITY HOSPITAL NHS FOUNDATION TRUST	88.2%	▼	↕	GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FOUNDATION TRUST	91.4%	▼	↕
EPSOM AND ST HELIER UNIVERSITY HOSPITALS NHS TRUST	82.3%	▲	↕	CROYDON HEALTH SERVICES NHS TRUST	90.9%	▼	↕
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FOUNDATION TRUST	82.1%	▲	↕	CHELSEA AND WESTMINSTER HOSPITAL NHS FOUNDATION TRUST	87.9%	▼	↕
WHITTINGTON HEALTH NHS TRUST	80.0%	▼	↕	NORTH MIDDLESEX UNIVERSITY HOSPITAL NHS TRUST	84.1%	▼	↕
MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST	74.7%	▲	↕	ST GEORGE'S UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	79.6%	▼	↕
KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST	74.1%	▼	↕	KINGSTON HOSPITAL NHS FOUNDATION TRUST	79.6%	▼	↕
GUY'S AND ST THOMAS' NHS FOUNDATION TRUST	74.0%	▼	↕	ROYAL NATIONAL ORTHOPAEDIC HOSPITAL NHS TRUST	77.8%	▼	↕
NORTH MIDDLESEX UNIVERSITY HOSPITAL NHS TRUST	73.1%	▼	↕	IMPERIAL COLLEGE HEALTHCARE NHS TRUST	77.5%	▼	↕
THE ROYAL MARSDEN NHS FOUNDATION TRUST	72.6%	▼	↕	UNIVERSITY COLLEGE LONDON HOSPITALS NHS FOUNDATION TRUST	74.6%	▼	↕
KINGSTON HOSPITAL NHS FOUNDATION TRUST	72.2%	▲	↕	BARTS HEALTH NHS TRUST	73.7%	▼	↕
UNIVERSITY COLLEGE LONDON HOSPITALS NHS FOUNDATION TRUST	70.6%	▼	↕	GUY'S AND ST THOMAS' NHS FOUNDATION TRUST	73.3%	▼	↕
ROYAL NATIONAL ORTHOPAEDIC HOSPITAL NHS TRUST	70.4%	▼	↕	LEWISHAM AND GREENWICH NHS TRUST	71.2%	▼	↕
BARKING, HAVERING AND REDBRIDGE UNIVERSITY HOSPITALS NHS TRUST	69.6%	▼	↕	WHITTINGTON HEALTH NHS TRUST	66.7%	▼	↕
LEWISHAM AND GREENWICH NHS TRUST	69.2%	▼	↕	THE HILLINGDON HOSPITALS NHS FOUNDATION TRUST	65.9%	▼	↕
ROYAL FREE LONDON NHS FOUNDATION TRUST	68.0%	▼	↕	ROYAL FREE LONDON NHS FOUNDATION TRUST	65.6%	▼	↕
CHELSEA AND WESTMINSTER HOSPITAL NHS FOUNDATION TRUST	66.9%	▼	↕	KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST	64.5%	▼	↕
IMPERIAL COLLEGE HEALTHCARE NHS TRUST	65.3%	▼	↕	THE ROYAL MARSDEN NHS FOUNDATION TRUST	61.9%	▼	↕
THE HILLINGDON HOSPITALS NHS FOUNDATION TRUST	64.3%	▲	↕	EPSOM AND ST HELIER UNIVERSITY HOSPITALS NHS TRUST	58.1%	▼	↕
ST GEORGE'S UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	62.6%	▼	↕	BARKING, HAVERING AND REDBRIDGE UNIVERSITY HOSPITALS NHS TRUST	57.9%	▼	↕
BARTS HEALTH NHS TRUST	56.9%	▼	↕	MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST	55.5%	▲	↕
LONDON NORTH WEST UNIVERSITY HEALTHCARE NHS TRUST	56.5%	▼	↕	LONDON NORTH WEST UNIVERSITY HEALTHCARE NHS TRUST	48.2%	▼	↕
ROYAL BROMPTON & HAREFIELD NHS FOUNDATION TRUST	53.3%	▲	↕	ROYAL BROMPTON & HAREFIELD NHS FOUNDATION TRUST	18.8%	▼	↕

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Waiting times for cancer care or diagnosis

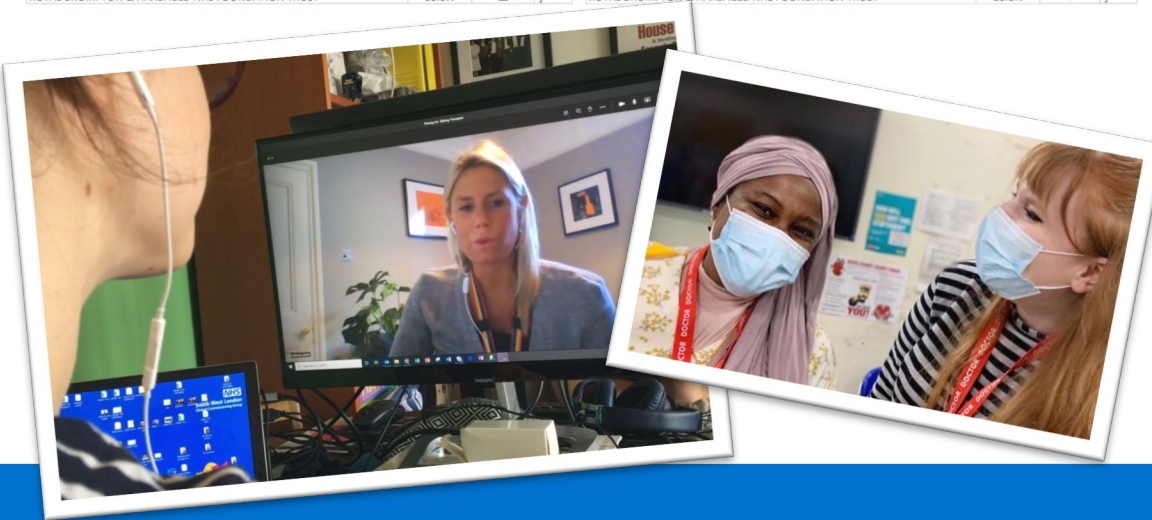
Urgent cancer referrals fell by 50% during wave one, and are now back to expected.

- The Trust is currently dealing with 1,300 GP cancer referrals a month – the same as pre-COVID.
- 98.1% suspected cancer referrals seen within 14 days (Sep 2020) – above 93% national standard
- All patients who have not yet had cancer ruled out as a diagnosis waiting longer than have been reviewed by a senior consultant.
- There are 1,235 patients currently on our waiting lists:
 - 117 are waiting for treatment
 - the rest are undergoing investigation or awaiting their first outpatient referral.

Outpatients back to 'business as usual'

Around 6,000 outpatients appointments every week

- Around one out of three appointments now virtual by phone or screen
- We are working reduce the amount of time patients visit hospital with a target of 60% virtual for first appointment, and 25% for follow-up
- Video consultations connecting patients with hospital experts Face-to-face consultations when clinically necessary, with strict social distancing to protect patients and staff
- Minimising virus risk of transmission for patients and healthcare staff



Planned care at CUH

More than 3,000 people cared for in our 'COVID safe zone' in four months

Croydon Elective Centre

A 'mini hospital within a hospital' for all inpatient and day case procedures

- Dedicated area, closed off from other parts of the hospital
- Rigorous deep-cleaning of medical equipment and operating theatres
- Staff must follow strict infection control procedures and social distancing
- Patients asked to isolate prior to treatment
- Drive through swab centre to screen patients before admission

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Virus-secure 'hospital within a hospital' is blueprint for non-Covid operations

Andrew Gregory

Inside the blue zone of Croydon University Hospital, in Thornton Heath, south London, a revolution is afoot. After the first wave of the coronavirus crippled

answer two big questions: How do you keep services running during a pandemic? And how do you protect patients and staff as rising numbers of people infected with Covid-19 are admitted?

In July, they came up with a solution: build a mini-hospital inside the hospital.

Three months later, the Croydon Elective Centre, in

what was the hospital's blue zone, is now running at 120% capacity.

Lockdown levels for routine procedures such as cancer, cardiac, and hip operations,

making it among the top performers in the country. In July it was running at 27%.

"They have been able to cut the hospital in two," said Neil Mortensen, president of the Royal College of Surgeons in England. "I think they have done an absolutely fantastic job."

The mini hospital not only keeps non-Covid operations and treatments going, but is slashing away at the backlog from earlier in the year. It could become a blueprint for



The zone could become a blueprint for the NHS as a whole

hospital. "That area is only accessible by that entrance."

"The mini hospital has nine operating theatres, a mini and a 20-bed ward. It has its own lab and canteen.

Theatres, equipment and wards are deep-cleaned more often than before.

During the first wave, elective care at Croydon, like all hospitals, was battered. "Normally we would have 11 theatres running," Vig said. "We were down to two, and even those were not full time."

If the new model could become a blueprint for

emergency care nationally could be sealed off from each other permanently.

Dr Lyyla McCloy, of the NHS Confederation, which represents organisations that plan, commission and provide NHS services in England, Northern Ireland and Wales, said keeping hospitals Covid-free was a challenge.

"Healthcare buildings and infrastructure need investment and modernisation to meet new infection control requirements," she said.

Some trusts running a number of hospitals in one region have decided some Covid-free.

Now comes the triple challenge of staying with Covid-free and the added burden on the NHS that the colder weather brings.

Covid-19 infection rates in Croydon, at 117 per 100,000, are still relatively low.

"I have never faced anything like this," said Vig, who has worked in the NHS for more than 30 years. "If we can hold this over the winter, then it will be a



"Blueprint for non-Covid operations"
Sunday Times, 1 Nov 2020

Giving people safe and effective pathways for COVID protected care in their local hospital

Rapid recovery

- Back to business as usual within 8 weeks
- From 29% elective activity to 122% currently

Protecting services

- Separating elective and non-elective care
- Protecting planned care services
- With capacity for emergency care and second surge

Maximising theatre utilisation

- Through three day sessions and six day working
- Part of SWL initiative to collectively recover services with neighbouring trusts working in partnership

Mutual aid

- CHS specialities working to 40 weeks RTT
- 52 week waits have fallen 2% a month since September
- Supporting larger trusts to shorten the backlog



Planned care across South West London

We have been working closely with specialist clinicians and leaders from across south West London to find more ways to continue to increasing planned or elective surgical care for our residents.

As part of the national plans, some patients who require non-urgent operations will be asked if they would consider going to a dedicated surgical hub, usually at a nearby hospital, instead of their local hospital they were expecting, so they are seen more quickly and waiting lists are reduced.

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Orthopaedics

In South West London we are fortunate to already have a dedicated surgical hub in the 'South West London Elective Orthopaedic Centre' (SWLEOC) at Epsom Hospital. During August and September, the centre carried out 851 operations. Capacity at SWLEOC will be expanded to include an additional theatre which will be able to see an additional 125 patients a month.

Urology

From October 2020, Epsom Hospital will be a pilot surgical-hub for urology surgery – just for Epsom, St Helier and St George's patients. This surgical-hub will perform procedures such as operations to remove blockages or tumours from the bladder. These procedures will also continue at Croydon but it will be possible to treat more people at Epsom Hospital to help reduce waiting lists so patients can be treated more quickly.

Ophthalmology

In the same way, The Moorfields Eye Hospital based at St George's Hospital, and Epsom and St Helier Trust have significantly increased the number of cataract operations for South West London residents – now at around 800 operations each month. Croydon Health Services will continue to offer cataract surgery.

Other specialties and surgical-hubs

Proposals for other specialties are being discussed at the moment, and we are clear that if patients did choose to go to another hospital for their surgery they would remain under the care of the team at their local hospital where they are currently being cared for. The NHS is keen to make sure patients do not have to wait too long for important surgery and give people the option to move to another site for surgery if this would be quicker.

NHS 111 First

Croydon is one of the first in London to pilot a new approach to make it easier for people to access urgent and emergency care – just by contacting 111 first.

- Access the right care first time
- Have shorter waits in A&E
- Protect patients and staff from COVID-19 with fewer people in waiting rooms for safe social distancing

NHS 111 can book appointments in services across our borough, depending on clinical need

- **Set arrival times in A&E and Urgent Treatment Centre**
- **Same day call back from GP**
- **Virtual GP consultations**
- **Local pharmacists for urgent repeat prescriptions and advice**



Last year, 54,000 patients were seen at Croydon's ED/UTC for minor issues that could have been treated elsewhere - that's around 150 people every day who don't need to be seen in A&E

- 111 First is being rolled out gradually to ensure best experience and responsive service for residents
- 37% of available appointments filled w/e 26 Oct

Arrangements will not change for people with serious or life-threatening illnesses or injuries:

- **Call 999 in a medical emergency if someone's life is at risk**
- **Anyone who arrives at A&E without calling NHS 111 will still receive medical care, with those needing emergency treatment prioritised.**



We will be closely evaluating the experience of service users and the impact of our marketing campaign:

- Measuring number of calls from Croydon residents to NHS 111
- Tracking NHS 111 call response times
- Number of direct bookings into Croydon ED and total attendances, particularly for minor ailments
- Feedback from patients booked into ED and UTC appointments
- Feedback from staff and stakeholders
- Social media and digital evaluation, including impressions, reach, engagement rates and mobile phone geo tracking

New joint initiatives to help people cope with the long-term effects of COVID-19 on physical and mental health



Integrated Community Networks +

One Croydon community-led network, focusing on prevention and proactive care

Drop-in clinics held virtually due to the pandemic

- Launched in June 2020
- Connecting people with the support services in their neighbourhood, including housing and benefits support
- Social isolation referrals have increased since COVID lockdown

‘Long COVID’ recovery service

Multidisciplinary support for GPs. Helping people recover at home, keep them well and, where possible, out of hospital

- Working together with public health and GPs to identify people in our community who need support after experiencing COVID-19
- Including care for patients that had prolonged stays in intensive care or mechanical ventilation
- Coordinated care for people who have developed respiratory problems after COVID-19
- Increasing GP access to hospital consultant expertise including renal, neurological, cardiac and haematology
- Plans to include therapies, rehabilitation and psychological services that match our local population’s needs

Flu

With winter fast approaching, we are working hard across health and care to encourage staff and priority resident groups to get a flu vaccine to help protect themselves and their families.

Our insight from local communities tells us that uptake of the vaccination can be reduced by people having the incorrect information about the vaccine. Challenging these myths can be difficult so we are working across health and care to help share information and raise awareness around the importance for people living in Croydon receiving the flu vaccine.

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Protecting the most vulnerable

For the first time, flu, Pneumococcal and shingles vaccines will be given at home to all housebound residents by the Trust's Community Nursing team. Started October 2020

Vaccinations for staff

- 1,800 (59%) clinical staff vaccinated so far
- Medical students and non-clinical staff are also being vaccinated
- Our goal this flu season is to have all our staff vaccinated to protect them from flu this year

Vaccinations for local people

- 43,000 local people in Croydon have now been vaccinated, out of a total population of 156,986 people who are eligible for the free flu vaccination
- With more people in the eligible groups coming forward so far than previous years

Public campaign

We are running an integrated communications campaign to reach more people in the following groups who are eligible for a free flu vaccination this year:

- Adults aged 65 and over by 31 March 2021
- Pregnant women
- Those with some pre-existing medical conditions, including those at-risk aged two to 64
- Those on the shielded patient list and members of their household
- Children aged two to three, and all school year groups up to year seven

New challenges

- Flu vaccinations in the context of a pandemic, logistical issues require new solutions, focus on helping to address common myths



'Drive flu' vaccinations

Drive through flu vaccinations have been on offer at both Croydon IKEA and Crystal Palace Football Club, as part of extensive plans to ensure everyone eligible can get their jab in a safe and convenient way



Mental health

Improving care and support for mental health patients in our Emergency Department

Croydon Health Services has taken immediate action to improve the care and support for patients with mental health needs when they attend our Emergency Department.

This follows a tragic incident whilst a patient was waiting for transfer to a nearby mental health facility and an inspection by the Care Quality Commission.

We are working closely with our partners in mental health trusts to find a better solution to increasing demand for mental health in our borough

We have already taken a range of actions to ensure people with mental health needs get the support they need when they are in our care:

- Levels of risk and frequency of observation are consistently handed over between South London and Maudsley's Psychiatric Liaison teams and the Emergency Department teams
- Care plans for all mental health patients are documented on secure electronic patient record
- All mental health patients are located in the right place to maintain eyes-on supervision and that this is clearly documented.

- **Mental Health Assessment Unit** at CUH for people who have a physical and mental health need, but who do not need emergency care
- The **Recovery Space** hosted and run by MIND Croydon opened in September 2020. The space provides a safe, supportive environment for people experiencing a social mental health crisis as an alternative to using other crisis services. The service provides both face to face and telephone and digital support depending on a client's needs

External review

- The Trust has commissioned an external review to help improve the care and support we provide.
- This is in response to the CQC's requirements and will begin in the coming weeks.

Equality, diversity and inclusion

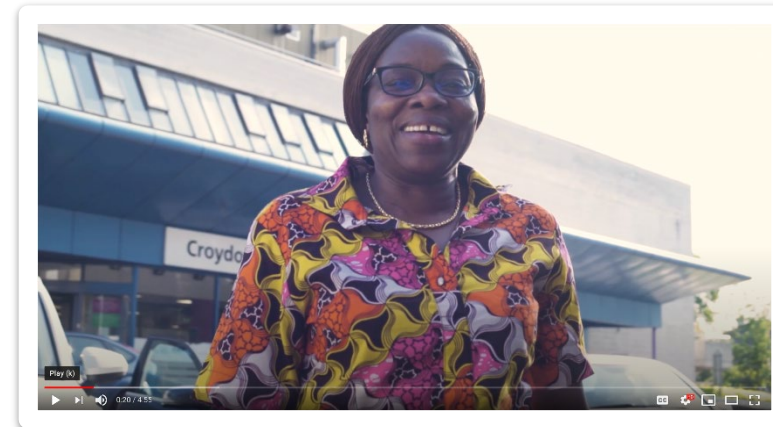
To mark Black History Month Croydon Health Services BAME network has organised an incredible range of activities during October to get staff and the community talking openly about race.

Medical Director Nnenna Osuji was selected along with celebrities such as Stormzy and John Boyega, as one of the most inspiring black leaders. This accolade is richly deserved for Nnenna and testament to the difference is helping us make to peoples' lives in Croydon

You can view an [online map of the city](#) here.



Krystyna Antoine, our community nurse from New Addington, was the national face of the NHS for a Channel 4 Black History Month advert. Airing to millions of viewers in ad breaks throughout Friday evening, the special feature includes Black employees from the NHS, the education sector, Virgin Media, Uber, HSBC and Nationwide, reflecting on the importance of Black History Month and their hopes for the future of Black lives in Britain.



Black History Month

In this powerful short film, produced especially for Black History Month 2020 by our BAME staff network, our colleagues Mo, Keisha and Shade share their experiences of race and highlight how resilience is often the key to success.

Watch the film:

<https://youtu.be/RVFf2wHKgOk>

Shielding and vulnerable people

- The government has not formally re-instated shielding as part of lockdown.
- The government has written to all clinically extremely vulnerable residents advising them to:
 - stay at home as much as possible
 - visit www.gov.uk/coronavirus-shielding-support for support with priority supermarket slots
 - Should they need additional support, where friends and family cannot help, to contact their local authority

At the end of shielding there were 350 who indicated they might need support in the event shielding unpaused, and who were advised to contact the Council if this remained the case if shielding unpaused.

- The contact centre is being supported to take incoming calls and direct people to the correct support' and those known to services will be contacted by the service they are known to.
- Communications are being updated for people to get in touch with the council if they need support.
- The Council website has been updated.
- The LA hub has some supplies for urgent situations and is responding on a needs basis.
- The voluntary sector are being liaised with regarding support they can provide and NHS volunteers is still running.

Shadow health and care Board - delegations

Pooled Budget Aim

One Croydon is creating a single shadow health and care budget to remove organisational barriers to achieve:

- Greater flexibility in use and management of resources across the system
- Greater ability to shift resources for greatest impact, shifting from reactive to proactive and preventative care
- An Outcomes-Based Commissioning approach

This will be via a Section 75 agreement; most budgets will be non-pooled in the first year (21/22 is shadow year)



One Croydon would like the Health and Care Board (currently a shadow board) to have the delegated authority to take decisions on the allocation of the Health and Care budget.

Ambition:

Agreement and signing by Health and Care Board on 6th April

Croydon Council members on the Board will need authority to take the following decisions on behalf of the Council

- Agree the financial plan for HWA budget allocation (allocation set by Full Council as part of the Council's budget)
- Agree the commissioning plans for HWA financial plan
- Allocate resources from the HWA financial plan to deliver the objective's of Croydon's Health and Care Plan
- Agree a risk share mechanism (from April 2022) for the Integrated Health and Care Budget (HWA element)

Question to the committee – what further information or assurances do you require? The aim would be to report back in January.

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