



WE ARE CROYDON HEALTH SERVICES

Croydon Council Health Overview & Scrutiny Committee

24 June 2019



Croydon Health Services
NHS Trust



Excellent care for all, and to help people in Croydon lead healthier, longer lives

- Realising this vision requires integrated care at every stage of life
- CHS has integrated services:
 - at home
 - in our community
 - in our hospitals, both at CUH and PWMH
- Meeting increasing demand from a growing and ageing population also requires closer collaborative working



9/10

PEOPLE WOULD
RECOMMEND OUR
SERVICES

to their friends and family
(2018)



What we delivered in 2018-19 – in numbers



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Community

- 140 full time Adult Community Nurses managed more than 435,000 care contacts
- Adult Therapy Services also managed more than 125,000 contacts to people in their homes and in our clinics



Emergency

- Looked after 131,933 attendances (urgent and emergency care), including:
 - 30,393 emergency admissions
 - 82,522 emergency attendances at GP hubs
 - 95 blue-light ambulances every day



Maternity

- Delivered 3,444 babies
- These included 2.2% home deliveries
- Received 92.98% positive recommendations



Planned care

- Provided 2,486 inpatient operations
- 25,992 day case procedures
- 392,989 outpatient appointments



Income

- Total income during 2018/19 of £318.8m.
- 8.8% growth compared to the previous year

All delivered by



Dedicated staff

- 3,680 staff
- 420 volunteers

Our staff cover every corner of the borough

More than a third of CHS staff work in the community, alongside primary care and social services

- **Experienced community nursing teams**, matrons, midwives and allied health professionals
- **Senior consultants**, speciality doctors and middle grade trainees across community medical teams
- **Caring for 1,000s of people** every week
- **Across 44** community services
- **Ranging from** health visiting support for new parents and babies through to home visits and rehabilitative & independent living services for older people



Building partnerships

The story so far...



0-5s: Joining-up services with local authority to give Under 5s the “Best Start” in life



OVER 65s: Alliance between the local NHS (CCG, acute, mental health), GPs, Croydon Council and Age UK Croydon to improve the health and wellbeing of Croydon citizens



Croydon Urgent Care Alliance

ALL AGES

GP appointments
8am-8pm, including weekends

Next steps on the journey to ‘total place’

- Joint leadership team
- Governance
- Place-Based committee
- Devolved budget
- Social care integration
- Accommodation of primary care and mental Health
- ICN+
- Empowered neighbourhoods

We do better than the national average in three out of the four key performance indicators



As reported by the BBC on 13 June 2019, our Trust significantly exceeds the national average in three of the four key NHS performance indicators:

- Patients starting **cancer treatment within 62 days** of urgent GP referral: **85.1%** (compared to 79.7% for England). Meeting the 85% national target.
- Patients having **planned operations & care within 18 weeks** of referral: **92.2%** (compared to 86.7% for England). Meeting the 92% national target.
- Patients starting **mental health therapy within six weeks** of referral: **99%** (compared to 89.5% for England). Meeting the 75% national target.
- Patients **treated or admitted within four hours** of arrival at A&E: **84%** (compared to 85.1% for England). Not meeting the 95% national target.

Some of our other successes



- Consistently top five in London on **short cancer waiting times**.
- **Inpatient Survey** results improving well each year.
- **RTT performance consistently about 11th** among the 24 London Trusts since November 2018.
- **Highest % increase in clinical trials** participation of all acute trusts in England.
- We rated **top in South West London for cleanliness** and maintenance by PLACE.

..... However there are areas we need to improve.
Here are our four quality priority areas:

Continue embedding a culture of patient safety and shared learning:

- Medication management – ensuring patients are discharged with the correct medication first time and reducing the number of inpatient omitted doses from 5% to 3%
- Continue to improve reporting of incidents and sharing learning throughout the Trust
- Reduce laboratory confirmed catheter associated e-coli blood stream infections by 5%

Improve accessibility to our services:

- Continue to roll out ERS
- Improve the signposting and provision of information in preferred languages
- Be compliant with the Accessible Information Standards
- Continue to improve the access & flow from ED to discharge
- Continue to improve our support and care of people with mental health conditions, learning disabilities, autism and dementia who access our services

Continue to listen to our patients and service users:

- Involve patients and service users in the co-design of services
- Review and respond constructively to patient feedback
- Respond to complaints within agreed timescales and reduce number of re-opened complaints
- Review and improve upon our public engagement

Embed the Trust's vision and values: “Excellent care for all and helping people in Croydon live healthier lives” by being professional, compassionate, respectful and safe:

- Continue to strengthen our governance processes
- Develop and embed quality improvement methodology
- Delivering the Quality Improvement Strategy
- Delivering the Staff Engagement plan

Excellent care for all

VALUES

We are:
professional, compassionate,
respectful and safe

VISION

Working in partnership to provide excellent care for all and
improve the health and wellbeing of our population

STRATEGIC PRIORITIES

1. High quality care

2. Supporting our staff

3. Sustainable finances

4. Improving health for all

2019/20 ANNUAL OBJECTIVES

- New quality improvement methodology
- Acute and community closer working
- Completing CQC 'Must Dos'
- Delivering Quality Account priorities
- Meeting national performance standards
- Use of digital technology

- New staff engagement programme
- Demonstrable progress in annual staff survey
- Improved value from staff appraisals
- Increased recruitment and retention
- Building our workforce
- Demonstrating our WRES commitment to improving equality and diversity

- Working together with Croydon CCG to meet financial targets
- Ensuring system improvements benefit people in our community
- Improving medical and nurse staffing
- Efficient corporate services
- Plans for IT, estates and medical equipment
- Greater accountability
- Planning for the long term

- Partnership with Croydon CCG
- Growing our One Croydon alliance to benefit more people
- Increasing consistency in SW London as part of the Acute Provider Collaborative
- New services with the GP Collaborative
- Increase our focus on population health with the borough's Director of Public Health
- Becoming an Integrated Care System for SW London by 2021

Developing our quality priorities 2019/20

The quality of care that we provide and the safety of our patients are both very important to the Trust and we strive to deliver continuous improvements in these key areas every day. The annual development of our quality priorities makes sure we focus on the most important areas.



Following a review of our 2018/19 priorities we kept those which remain key, or where we can continue to make improvements - allowing us to build on the work achieved in the previous year

Further priorities were developed using data from serious incident investigations, complaints, and feedback from staff and patients – from these key themes were identified to help inform priority setting

Priority setting discussions took place with clinical directorates, our patient safety and mortality committee, and quality committee

A public survey was opened up to staff, patients, members of the public and stakeholders to feedback on the proposed priorities



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Thank you

Excellent care for all

Home | Community | Hospital

Professional
Compassionate
Respectful
Safe

#choosecroydon

www.croydonhealthservices.nhs.uk