



Croydon Health Services
NHS Trust

COVID-19 response and winter pressures

Health and Social Care Sub Committee presentation

25 January 2022



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Excellent care for all

Home | Community | Hospital

Current position

We remain cautiously optimistic that COVID-19 cases are plateauing in London and throughout our community

- **3,270** people in Croydon have tested positive for COVID-19 in the past 7 days – down **48%** (as at 17 Jan 2022)
- **COVID-19 hospital admissions are slowing:**
 - **140** COVID-19 patients in CUH (highest point: 282, wave one)
 - **8** COVID-19 patients in intensive care (highest point: 37, wave one)
- **However, the virus hasn't gone away:**
 - **Case rate per 100,000 people: 1,024** (as at 17 Jan 2022)



We are continuing to encourage all adults and eligible groups to get the COVID-19 vaccine to protect themselves and others

- Residents should test regularly to help slow the spread of the virus
- Wear masks in most indoor spaces
- Wash hands and keep rooms ventilated

Vaccinating Croydon

More than 0.6 million COVID-19 vaccines have been given in Croydon to date

- Including over 60,000 doses at CUH

Protected population

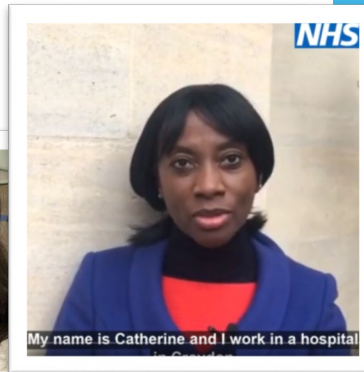
- **263,53** first doses (68.9%)
- **240,163** second doses (62.8%)
- **159,538** boosters or third doses (41.7%)

(Croydon population vaccination status, as at 17 Jan 2022)

“Jingle jabs”:

59,277 booster doses and 3,918 first doses of the COVID-19 vaccine were delivered in December, 45.8% more than in the previous month

Boosted workforce: Continued booster vaccinations for health and care workers, with another 11% of NHS staff receiving their booster since November - up to 70.5%



Engaging with our community

Our approach throughout the vaccination programme has been to inform rather than influence

- National research by King’s College London and the University of Bristol found that half of those who previously said they would not be vaccinated had gone on to get jabbed.
- To encourage more people to get vaccinated, the conversation needs to be positive and non-judgmental messaging to counter misinformation

Community pop-up events have been held in low-uptake areas, including:

- Lantern Hall
- Croydon Mosque
- Thornton Heath Library
- Educational events to increase awareness and share factual information with communities where vaccine hesitancy has been evident have also been held in partnership
 - Asian Resource Centre
 - Croydon BME Forum
 - Croydon Voluntary Action
 - Croydon Neighbourhood Care
- Our “Ask Me” Street Ambassadors had more than 2,000 conversations in December
- Answering questions and asking people to champion the vaccine amongst their own networks

COVID-19 vaccination as a condition of NHS deployment

Following the Government's decision, all NHS Trusts across the country have been issued with guidance for patient facing NHS staff to be vaccinated against COVID-19 as a condition of their deployment in the health service.

This means staff in patient facing roles, including in contracted services, must have had their first dose of the COVID-19 vaccine by 3 February 2022 in order to have two doses to continue in their roles from 1 April.

- **84% of CHS staff are already fully vaccinated**
- **We are working to support unvaccinated staff to make an informed decision.**
 - One-to-one conversations between staff and line managers
 - Regular all staff briefing
 - Q&A sessions and confidential drop-ins
 - Staff support networks reaching out to staff from Black and ethnic backgrounds, and colleagues with religious beliefs
- **Panel of Trust and staffside representatives to review all appeals**



Retaining talent: We are working with South West London and across the capital to co-ordinate alternative employment opportunities for those who decide not to continue in a patient facing roles

Elective recovery

Croydon has returned to more than 100% of pre-lockdown levels for routine elective care

Blueprint for non-COVID care:
Virus secure Croydon Elective Centre is separated from the rest of the hospital with restricted access and robust infection control

- **Planned reduction** in elective capacity over the Christmas period
- **More than 10,000** patients treated since July 2021
- **Over 1,800 patients** referred to Croydon from nearby boroughs to tackle the COVID backlogs.
- **Surgical hub for mutual aid** across South West and South East London
- **Lowest numbers of Long Waiters** (patients waiting longer than 52+ week) in South West London.
- **Second best in London** for referral to treatment times out of 22 reporting trusts

DIAGNOSTIC CARE

- Waiting lists have stabilised
- Demand remains high, but is no longer increasing.
- Activity has been increased to reduce backlogs where they remain.



- Urgent diagnostics, treatments and cancer care have continued at CUH throughout the pandemic
- More than 300,000 diagnostic scans completed since the start of the pandemic.
- Delays to some non-urgent diagnostic tests were delayed, in line with national guidance.
- Senior clinical review of all waiting lists
- Ensuring safe and appropriate care plans, working collaboratively in south west London

Urgent & Emergency Care

CUH has seen a 25% increase in the number of acutely unwell patients needing emergency care compared to a year ago (including blue light and resus)

TOTAL ATTENDANCES (Type 1)	% TREATED IN 4 HOURS (All)
Dec-21	11,442 78.3%
Dec-20	9,040 81.8%

Staffing, flow and enhanced infection prevention and control due to COVID-19 have increased the challenges on performance

Despite the pressures, we are working collectively in Croydon to transform every element of the urgent and emergency care system to meet demand

Integrated See, Triage and Treat (ISTAT)

- Partnership with Croydon GP Collaborative
- Reducing waits in A&E whilst limiting overcrowding to protect people from COVID-19
- Patients streamed to UTC has increased from ~35% to ~65%, protecting majors and resus for Croydon's sickest patients
- Four-hour A%E performance improved
- 27% increase in patients seen by decision-making clinician within the hour (3 months ending Nov-21 vs same period in 2019)

Expanding Same Day Emergency Care (SDEC)

Three purpose-built facilities

1. **SDEC:** providing ambulatory assessment, investigation and treatment without overnight stay
 2. **Emergency Surgery Centre**, including consultant-led 'Hot' clinic, MDT surgical specialities such as trauma
 3. **Acute Care of the Elderly (ACE)** provides integrated frailty clinic and 16 bedded short-stay area
- **Direct GP referral** or transfer from ED or community services
 - **Direct LAS conveyancing** with separate ambulance bay next to unit
 - **~45 new patients** seen on SDEC pathway each day, but some days as high as 80.

Urgent & Emergency Care



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Closer working between health and social care to support patient flow and experience

Croydon's Transfer of Care hub, includes:

- **Integrated Discharge Team (IDT)**, involving health, social care and British Red Cross, as a single point of contact for wards and wider system
- **Home first:** helping people live independently at home for as long as possible
- **After hospital stays:** Providing care through One Croydon's LIFE team, which includes domiciliary care, reablement, therapy at home
- **Social care:** Working with Council to facilitate placements for residential and nursing homes
- **Expanded** Drug Alcohol and Substance misuse service
- **'Staying Put'** service arranges home repairs, adaptations, key safes, decluttering and deep cleans

New mental health assessment unit

- Working with SLAM to support people who experience a mental health crisis
- Providing physical care, while also providing a safe, comfortable environment to support mental health needs

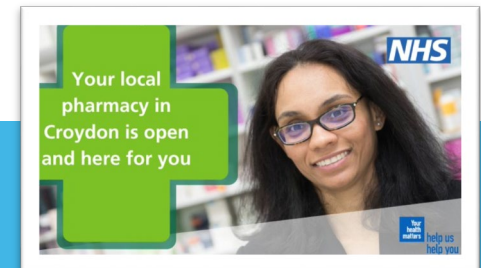
Pathways team for homeless care

- Specialist team set up with Pathway charity and South West London Health and Care Partnership
- Includes nurses, mental health professionals, GPs and supporting teams from Croydon Council
- Identifying those who need emergency care with links to further support, including housing

Key challenges facing the Croydon health and care system

- Workforce gaps in social care (particularly on site social workers) and therapy
- Availability of care home placements (residential and nursing)
- Impact of outbreaks on care home placements (>30 care home beds in borough closed due to outbreaks)

Our partnership working has driven down the number of patients who no longer need care in an acute setting since early January.



Demand for primary care across south west London increased 14% in November 2021 (414,874 appointments compared to 363,897 in November 2020), with a significant return to face-to-face appointments. Despite this, GPs across the sector were able to offer over half of all patients a same day appointment, similar to pre-COVID levels.

Embracing new technology

Virtual wards, including telehealth continuous remote monitoring and oximetry service to treat people safely in their own homes

Telehealth: monitors patients remotely getting real-time updates on complex health conditions

- **117 patients** treated Nov-Dec 2021, including 105 new referrals

Oximetry: Home monitoring service for patients with suspected or confirmed COVID-19

- **78 patients** treated Nov-Dec 2021, the equivalent of almost three wards full

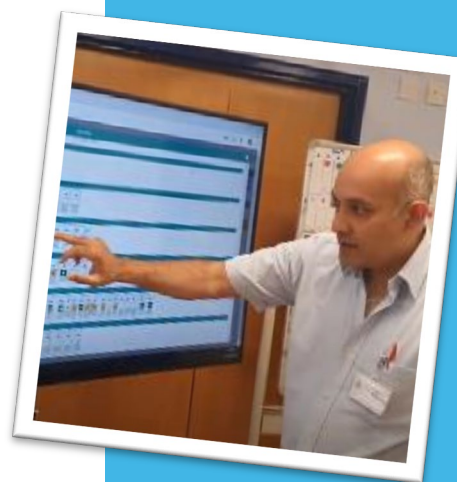
Bed days saved: When combined, these two initiatives have saved over 1,400 days of care in just two months

- **Freeing-up our hospital teams to care for patients with more complex needs**

“Rosh” Boards

Shortlisted for a national patient safety award last year

- **Real-time clinical information to help to place patients and organise their care**
- **Developed by Dr Rosh Siva, consultants in chest clinic, in partnership with Patienteer.**



The boards allow us to rapidly organise care and place patients in the best and safest environments for them and others, according to their COVID symptoms and other care needs.