



Croydon Health Scrutiny and Social Care sub-committee

Update from Matthew Kershaw, Chief Executive at
Croydon Health Services NHS Trust and Place-
Based Leader for Health in Croydon

March 2024

NHS





Reducing elective care backlogs

18,780 patients received elective day case or inpatient care, between July 2023 – January 2024, up 5.2% on the previous year and 10.8% on pre-pandemic levels.

Patients waiting 52+ weeks for treatment have increased by 21%* but have reduced since October 2023, at a peak of 549 people

Patients waiting 65+ weeks for treatment have reduced by 27%* since Summer 2023, to just 55 people

Patients waiting 78+ weeks for treatment reduced by 79%* to just five patients, each with a plan in place to continue their care.

Our **aim is to have no patients waiting over 65+ or 78+ weeks by 31 March 2024**. No patients are waiting 104 weeks.

Performance against other Trusts

*since August 2023

Throughout our elective recovery programme, **we have been working collaboratively across the SWL ICB and the Capital** to reduce waiting times for local people.

SWL has the shortest patient treatment list (PTL) in London (~188,000 patients) with the largest ICB at 319,000.

Within **SWL, Croydon again has the smallest waiting lists, with ~34,600** awaiting treatment**, thanks to the work of our clinical teams and our dedicated Croydon Elective Centre, which remained open during the second wave of the COVID-19 pandemic. As a result, we have been able to continue to offer mutual aid for some specialities including vascular patients.

**as of 11 February 2024

Delivering high quality care

Croydon Elective Centre gains national accreditation

In December 2023, the Croydon Elective Centre, our dedicated hub for delivering planned care, was accredited by NHS England's 'Get it right first time' (GIRFT) programme.

External auditors visited teams in the Croydon Elective Centre to undertake a clinically-led review, to find out more about the care we're providing to Croydon patients.

This recognition underscores our commitment to continuous improvement and validates the excellent surgical care we offer to Croydon residents and is a testament to the dedication and expertise of our surgical teams and those that work alongside them to deliver care.



Exceeding national 'faster diagnosis standard' targets

Since October 2023, **the Trust has reached or exceeded the Faster Diagnostic Standard (FDS) target**. For the past two months, we've consistently met the 75% target, meaning that **three out of four patients referred for suspected cancer receive a timely diagnosis or have cancer ruled out within 28 days**.

As a result, **patients can access treatment sooner, improving health outcomes for those who have been diagnosed** with cancer as well as alleviating the worries of many patients, who require no further treatment.





Reducing elective care backlogs

Identifying challenges and finding solutions

We are seeing continued challenges in some specialties, with the longest waits for patients needing gynaecology, ENT, dermatology, pain management treatment, maxillo-facial surgery and trauma and orthopaedics procedures.

We have been working with partners and increasing staffing levels to run extra clinics in some areas (T&O) in order to tackle this and have already halved the number of people waiting longer than 52 weeks in our gynaecology services. We are also utilising extra activity funding (EAF) to increase capacity within our services.

In October 2023, the Trust open a new 'Head and Neck' hub to support patients awaiting ENT care. This has increased capacity, with clinical nurse specialists trained to deliver minor procedures, reducing waiting times and in December 2023, our new state of the art Intensive Care Unit (ITU & HDU) opened to support elective flow.

Responding to winter demand

Increasing demand from acutely unwell patients through the urgent and emergency care pathway continues to impact bed capacity Trust wide. As such, we are working to 'flex' the use of some surgical beds outside of the Croydon Elective Centre, so that they can be used to care for medical patients.

To mitigate any impact on elective activity, 12 additional beds have been opened within the CEC to support 'short stay' patients who require monitoring after a procedure but are not expected to have a prolonged hospital stay.

Impact of industrial action

Industrial action is impacting our ability to deliver some elective activity, with around 1,400 operations and outpatient appointments rescheduled as a direct result between December 2023 – January 2024.

Our clinical and support teams are working hard to reschedule these patients and review those who are waiting, providing management plans for existing conditions and prioritising those who need care most quickly.

Workforce and productivity

We have been working hard to ensure we have the right staffing model to continue to deliver these services and have been actively recruiting theatre staff.

Having started with a 30% vacancy challenge in April 2020, we now have just 10 vacancies in a workforce of ~140 WTEs (7.2%) which we are managing by developing our own staff, utilising flexible bank and agency staffing where required and continuing our ongoing recruitment.

We are also looking at how we increase productivity within our theatres from around 70% to 80% utilisation and continue our outpatient transformation programme to ensure we are delivering cost-effective care and value for taxpayer money.

To tackle this, we have recently centralised our admissions team and are integrating a new CCS scheduling tool which will aid improvements in theatre productivity, supporting teams to validate patient lists and ensuring theatres are well utilised to maximise the number of patients that can be seen.



Reducing elective care backlogs

'One stop shop' for NHS testing

Last month, we launched the first of two new Community Diagnostic Centres, at Purley War Memorial Hospital, to make it **easier for residents in the south of the borough to essential health services**

Alongside an **expansion of existing x-ray and CT scanning services**, which will support the early identification of serious illnesses such as cancer and heart disease, we can now offer additional services in the community setting, including:

- Respiratory screening including asthma and COPD testing and clinics
- Echocardiography
- Ambulatory ECG Monitoring
- Blood pressure monitoring

As well as fast-tracking access to vital tests to **help detect serious illness sooner**, our diagnostic centres will help to **prevent the worsening of existing health issues and ensure our patients receive the care they need** as quickly as possible, in a place that suits them.

A **second community diagnostic centre, based in New Addington, is set to open in early 2025, completing the £14 million expansion of community services** and forming part of a network of community locations across the country.



Building two new elective theatres

As part of a **£15 million investment in elective care**, we are building two additional theatres and a recovery area at Croydon University Hospital.

This will give us the ability to **deliver planned care to an additional 100 patients each week, increasing our provision across both adults and paediatrics**, whilst maintaining a dedicated space for Moorfields Eye Hospital patients.

These theatres are set to open in Spring 2025.

Spring 2024

- 9 main theatres
- 91 adult sessions
- 7 paediatric sessions

Spring 2025

- 9 main theatres
- 91 adult sessions
- 7 paediatric sessions

Plus

- 2 additional theatres
- 16 paediatric sessions
- 8 adult sessions



Supporting patients to access sexual health services

Increasing access to sexual health services

Since 2018, **we have operated an online booking service to increase access for local residents**. Patients are booked with defined appointment times which are staggered throughout the opening hours of the clinic in order to avoid any congestion or queuing, allowing us to see more patients than in previous years*

Patients can access the clinic through London Road or alternatively, via the main hospital site, offering a less 'visible' route. To **ensure the continued safety of our staff and patients, we operate a door release system to avoid overcrowding in the reception area**. Therefore, a small number of patients may arrive at the same time and will have to wait a short period before entry.

A small number of walk-in appointments are kept available for emergency or vulnerable patients to ensure they can be seen in a timely manner.

Residents can also **order a postal STI testing kit to complete at home** and return for screening, after which an appointment can be booked as necessary.

*Compared to 2019/20

Reducing stigma and supporting outreach

Our sexual health team **take part in a variety of local and national events to both inform and educate on the topic of sexual health**, as well as providing helpful guidance and practical tips. This, alongside our ongoing outreach work, is **helping to promote an open and honest culture around sexual health** and to reduce stigma and discrimination.

In Summer 2023, The Sexual Health Services team set up a mobile service over the summer holidays in various locations in Croydon for young people. After **visiting the Croydon Pride festival in Wandle Park on Saturday (15 July) the Sexual Health Services team, in collaboration with Croydon Council, KWA Africa and other local services, carried out HIV Point-of-care testing, PrEP and delivered STI self-testing kits** to many of the local LGBTQ+ and wider community.

Engaging with patients, service users and local residents

We **regularly seek feedback from those who have accessed our services, via the Friends and Family Test, online and verbal reviews, as well as through feedback from our PALS service**. We also engage in specific patient feedback surveys and will shortly be participating in a project that focusses specifically on LGBTQ+ issues.

Our sexual health team is **actively engaged with the CHS LGBTQ+ network**: several senior members of the staff are involved as champions in this forum, including our Lead Nurses and Outreach Team.

We are **seeking co-production with service users and would welcome the engagement of the local community** in this. Anyone interested in being involved can contact the team directly on ch-tr.sexualhealth@nhs.net





Thank you

Questions and discussion

 CroydonHealthServices

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Living our **Trust values**

Excellent care for all

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