

# Croydon overview:

Our progress, challenges and plans for the future



Scrutiny Health and Social Care Sub committee  
28 June 2022



# Changing perceptions

We are serious about achieving our ambition for excellent health and care for people in Croydon

Dubbed a “blueprint” in the NHS for opening a “hospital within a hospital” to address the elective backlogs and keep people safe from COVID-19

- 25,000 people safely treated since wave one
- Including 3,000 referred across south London
- Up to 126% elective activity compared to pre-COVID levels
- Maximising capacity north and south of the borough



## Trailblazer in integration

- Closing the gap between health and care services
- Breaking down barriers between professions
- Maximising the resources available

## GP 'huddles'

- Weekly GP-led meetings to proactively plan patient care
- Bringing health and care teams together to reduce delays and avoid duplication
- Preventing patients from telling their stories multiple times to disconnected services

## Embracing technology

- Community teams monitoring patient care 24/7 through virtual wards
- Rapid escalation of at-home care, often before patient realises they are becoming unwell



## First Londoner vaccinated in Croydon to protect against COVID-19

- 1m jobs in arms
- Collective response across hospital, GP, pharmacy and community teams
- 70% population vaccinated
- Ongoing grassroots engagement to help people make an informed choice

# Addressing our challenges

Our staff face significant operational pressure, in addition to COVID recovery



**EMERGENCY CARE:** More than 208,000 people attended CUH urgent and emergency care in 2021/22

- 10% lower than pre-pandemic
- 11% increase in blue-light ambulance patients over two years (19/20-21/22)



**LENGTH OF STAY:** Hospital-Only Discharge programme delivered month-on-month improvement

- 10.5 day target for length of stay by Q3
- Relied on unfunded escalation areas - increasing use of expensive temporary staff



**CANCER:** Referrals back to pre-pandemic levels

- Weekly cancer prioritisation to recover performance
- 94.5% of urgent cancer referrals seen within two weeks – above the 93% standard.



**DIAGNOSTICS:** 88% of patients waiting less than six weeks for diagnostic tests, 10% below the standard (21/22)

- All patients now booked within 4-5 weeks, with urgent cancer scans within 7 days

Staff Survey



46%

felt unwell due to stress in the last 12 months



5%

from 2020 and the highest since 2017

## Improving workplace culture

- Helping staff deal with the pressures of the pandemic
- Greater access to mental health and emotional care and support
- Increasing civility, inclusion and respect
- Improving staff experience to improve our care for Croydon

The results of the 2021 NHS Staff Survey revealed a challenging picture across the health service

For the first time, the survey assessed the levels of fatigue being felt by healthcare staff

- **One in three** staff felt burnt out over the past twelve months – in line with the national average

# Delivering high quality care

What we need to be focusing on in 2022/23

## Ensuring patient safety

- Learning from complaints and incidents
- Sharing best practice

## Improving patient experience

- Listening to patient views or concerns
- Involving people in care decisions
- Communication – between patients, staff and each other
- Consistent MDT working

## Striving for “Good” if not “Outstanding”

- Continuing our journey from “Requirements Improvement”
- Acting on CQC findings, audits and surveys

## Implementing Ockenden recommendations

- Acting on national reviews and benchmarks to improve our care and outcomes



## New Rainbow Children's Unit

- £7m facility is so much more than a medical space
- Bringing together children's surgical ward, critical care and a short stay unit under one roof
- Also includes brand new children's cancer unit, helping to care for some of Croydon's sickest patients and families closer to home

## HIV opt-out testing

- 38,000 people tested for HIV in Emergency Department – three times more as the year before
- Helping to save lives through earlier diagnosis and treatment
- 'Croydon method' praised as best practice
- Winning an international award for the Trust's clinical innovation

## Learning from the people in our care

- Increasingly engaging with people in our community to understand what works well, and where improvements can be made
- HEARD workshops – acting on women's experiences to improve maternity care, particularly from BAME backgrounds

## Building Community Partnerships

- Working with voluntary and community partners to understand the health issues and challenges affecting local neighbourhoods.
- Reaching out to people who do not normally engage with the NHS

# Support for staff

We cannot do any of this, without supporting our staff

The vast majority of staff agree that patient care remains our top priority, but the annual staff survey also revealed the pressures on our workforce

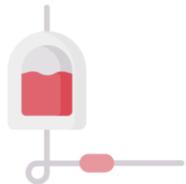
- **Two thirds of CHS staff** remain enthusiastic about their roles – down 4% to 69% and above the national average
- **3 out of 4** staff had the opportunity to show initiative – up 3% and above the average of 72%
- **Almost 70%** of staff felt valued in their teams\*
- **54% of staff** said they took positive action on health and wellbeing - below the national average (56%)\*

\*Not comparable with previous years

**More than 79% of staff across South West London CCG completed the survey – down 3% on 2020**

- Staff felt able to make improvements in their area of work – up 4% to 66%
- 79% staff said managers valued their work – up 5%
- Many staff are working over and above their contracted hours without receiving additional pay

## PERSON-CENTRED CARE



Around 3 out of 4 said person-centred care was our top priority - down across the NHS



CROYDON  
**STARS**

**Is back!**

Nominations are now open for biggest-ever award ceremony celebrating our health heroes

- Held for the first time since the pandemic
- Including 'Star of the Year' as voted for patients and public

**Nominations close 26 July.  
See our website for more!**

- **Restarting reward and recognition events** paused by COVID-19, including Long Service Awards
- **Back to the Floor** increasing leadership visibility to see first-hand the challenges and achievements of our teams
- **Employee Assistance Programme 24/7** staff support line including confidential counselling without manager referral
- **Summer Sessions** Helping staff reconnect and recover, whilst making them feel valued in their role

# Sustainable finances

We must maximise the resources we have to deliver sustainable services, now and in the long-term

The NHS must make significant efficiencies to balance the rising costs with increasing demand.

- CHS has an ambitious and challenging plan for 2022/23:
  - **£22.6m (6%)** recurrent savings
  - **£10m** non recurrent support
  - **£8m** elective recovery fund income
  - To achieve a deficit of **£16.7m**
  - Against annual income of **£400m**

Working with South West London CCG and the local authority to ensure best value for money and the sustainability of the Croydon health and care system

## Financial efficiencies must

- Safeguard patient care
- Be clinically led
- Operationally driven
- Backed by strong financial controls



# Social value

At the same time, we must increase our role in improving the health and prosperity of our community.

- Making the most of services *in Croydon, for Croydon*
- Working together at 'place' to benefit our patients, community and staff
- Collaborating in SWL and across the NHS, to bring the best practice back to the borough



**Anchor institution:**  
As the borough's largest employer, we have an important role at the heart of our community:

- Supporting local business through kick-starters and apprenticeships to increase employment
- Working with local universities to train the next generation of health and care workers in Croydon

# Developing our leadership

We also working to become 'well-led' in the CQC's inspection framework by aligning our vision, experience and expertise to improve the health and care of our community.

## Croydon was one of the first to bring together a local NHS Trust and CCG under a single Place Based Leader

- speeding-up decision making
  - Reducing duplication
- 
- **Single executive team across Trust and CCG**
  - **Shared functions, including safeguarding and pharmacy**
  - **Common vision, shared principles and defined objectives**



By working together as 'One Croydon'; we are closing the gaps the local NHS, social care and voluntary services.

## Making the most of the resources available

- Shadow budget arrangements now in place to give oversight of almost £1 billion spend across health and social care in Croydon
- Helping to spot opportunities to spend best for the health and care of our community



As little as 10% of our health is linked to access to healthcare so, working together, we are joining up our care and support beyond the walls of one public service

## Giving people greater control of their health and care

- **Pioneering community networks that give the same prominence to housing as they do health**
- **30% of residents reporting an increase in health and wellbeing within a year of referral**

## Breaking down barriers between professional teams

- **Social workers, community geriatricians, nurses and therapists working together to help people regain their independence after illness**
- **1,000 patients home sooner and nearly 900 admissions avoided in the first year alone**
- **Freeing-up hospital beds for people who need to be cared for in hospital**

# Reducing health inequalities

Almost half of all local residents living in the CORE20 more deprived population, who face some of the largest gaps in health inequalities.

- **340,000 people living in deprivation across South West London.**
- **More than half live in Croydon, with 170,000 facing some of the largest gaps in health inequality – that's 40% of our local population**



**CORE20** is a national initiative focusing on the 20% most deprived population and particularly those experiencing poorer health or quality of life.



## Caring for a city within a city Working together to improve the health and wellbeing of our community

### Entrenched health inequalities

- One in four people have two or more long term conditions
- Life expectancy differs by up to 15 years between the north and south of borough

### One of the biggest and most diverse boroughs

- Population has grown 10% in a decade
- 52% of residents are of Black, Asian and Minority Ethnic backgrounds
- Highest proportion of Looked After Children in the capital

### Impact of COVID-19

- One of London's hardest hit
- 100,000 people tested positive for coronavirus since the start of the pandemic – broadly a quarter of the local population
- 68% vaccinated with booster or third dose
- One of only four trusts nationally that has had sustained COVID bed occupancy above 20 per cent

## Health and Wellbeing Space

New joint service where local people can go for free NHS, social care and community sector support in one place. Housed in the Whitgift Centre at the heart of the community, the Croydon Health and Wellbeing Space (CHWS) is open seven days a week, between 10am and 6pm.

# The NHS is about to go through significant changes

On 1 July 2022, South West London Integrated Care System will take on health and care statutory responsibilities

## The ICS will have four purposes:

1. improving outcomes in population health and healthcare
2. tackling inequalities in outcomes, experience and access
3. enhancing productivity and value for money
4. supporting broader social and economic development

## Croydon is perhaps better placed than many to lead the way.

Delivering real benefits to our patients, local community and staff

- Working at 'place' to make the most of our services *in Croydon for Croydon*
- Collaborating as an Integrated Care System in South West London to improve health and care, and deliver best value for money

## What is place? And other questions

**'Place'** involves commissioners, community services providers, local authorities, primary care, the voluntary and community sector, and the public working together to meet the needs of local people.

## The ICS will have two parts:

- **Integrated Care Boards (ICB):** will decide how the NHS budget for their area is spent and develop a plan for to improve people's health, deliver higher-quality care and better value for money
- **Integrated Care Partnerships (ICP):** brings the NHS together with other key partners, like local authorities and the voluntary sector to develop a strategy to improve health and wellbeing for people in the area.



Locality partnership working has improved the connections between our clinical teams, our community assets and community organizations. It's empowered people to improve their quality of life.

Lynda Graham Social Prescribing Link Worker-Team Leader

## Healthy Communities Together

One Croydon has been awarded £500,000 over four years to support local partnership working to improve the health and wellbeing of Croydon's local communities, in partnership between The National Lottery Community Fund and The King's Fund,

# Excellent health and care for all

Our objectives set our roadmap towards achieving our ambition

- Meeting the health and care needs of our growing population
- Exceeding the expectations of NHS planning guidance
- Working in partnership to improve:
  - the long-term health of our community
  - long-term quality and sustainability of NHS services in Croydon

