Caring for Croydon
A review of our year 2018/19

Excellent care for all
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Caring for Croydon - A review of our year 2018/19

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This year we’ve been working hard to help staff feel more connected, more valued and proud to be a part of Croydon Health Services.

Our Croydon Stars staff awards were our most successful ever, with over 300 nominations submitted by our staff, patients and public. Categories included ‘Landmark Leadership’ and ‘Tremendous Teamwork’, alongside a celebration of employees who had reached 30 years of NHS service.

There is more work for us to do – our 2018 staff survey results show that our teams highlighted a number of ways they want to work differently and an increased need for support.

Of the 1,000 staff surveyed, just over half would recommend our care or the Trust as a place to work.

Acting on this feedback, we are building a new approach to staff engagement, to involve our teams at every step to help make our services work better for patients and better for staff. We have also launched new networks to increase our support for staff and are using technology to bring people together. More than 1,800 staff have now signed up to a new app to receive regular updates from the Trust, with over 20 teams sharing their own news and developments.

47% of our workforce is BAME, yet there’s never been an opportunity for us to come together before in this way. It’s incredibly important that as a Trust, we’re able to learn from the experiences of BAME staff.

From celebrating the success of our diverse workforce, to giving a voice to those who have experienced issues in the workplace, we want the network to make meaningful change so that CHS becomes a great place for everyone.

Leila Howe, co-chair of our BAME network
Our values – **professional, compassionate, respectful and safe** – are how we are striving to improve our care for you in Croydon.

We have reduced our mortality rates to the lowest level in five years – far better than the national average given the complex conditions that we treat. Our measures to protect our patients from hospital acquired infections are also strict and effective, with the antibiotic related bug *Clostridium difficile* reduced to just 13 cases when we treated more than 400,000 people in hospital this year. However, we saw one case of MRSA bacteraemia against a target of zero.

Our cancer waiting times are some of the best in the capital. Our performance this year placed us as one of the top four Trusts in London for seeing more than 98% of cancer patients within two weeks.

Like most hospitals however, we have not been able to consistently see 95% within four hours in the Emergency Department and our overall performance of 85% put us 18th out of 21 providers in London with a 24-hour consultant led Emergency Department.

However, our emergency attendances are up 5,000 (4%) compared to 2017/18 and more than 80,000 people have also been treated at our ‘no appointment needed’ GP Hubs.

**Award winning patient safety initiatives**

We won ‘Best Patient Safety in A&E’ at the Health Service Journal Patient Safety Awards 2019 for our new Patienteer system.

*We have reduced waits from three hours to 30 minutes for patients needing for urgent scans from the Emergency Department.*

*Using real-time technology we can now make smarter use of our porters to stop our patients waiting unnecessarily.*

*Arek Swidrow, Portering Manager at the Trust with our partners at G4S*
It is a privilege to be at the heart of our community. More than two thirds of our staff live and work locally, caring for people in hospital, at home, or in our services across the borough.

Learning from the experiences of our patients can help us better understand the health needs of our population. Increasingly we are trying to involve local people in the decisions we make to improve our services for the community.

In November 2018, we also brought frontline staff, GPs and commissioners together with patient and community groups, school children and their families to discuss their ambitions for their own health and wellbeing.

More than 160 people attended the event, helping us to form a joint One Croydon plan to transform the health and care of local people.

Engaging with our communities does not just stop there. Over recent months, our sexual health team have joined the PRIDE celebrations in Croydon to raise awareness of safe sex, our senior leaders have attended community meetings at the local mosque and our Chief Executive spoke at the London Road Carnival on what an honour it is to care for our community.

Earlier this year our staff and our patients took part in the Chartwell Cancer Great Croydon 5k Walk to raise £50,000 towards a state-of-the-art oncology unit, part of our plans for the hospital’s new Paediatric Village. Our fundraising target is £750,000 and, thanks to the generosity of our staff and local community, our vision for better children’s services in Croydon will become a reality.

Dr Soonie Patel, Consultant Paediatrician and Lead for Oncology
This year we opened our new Emergency Department, which was designed by our doctors and nurses to meet the growing needs of our community.

We’ve greatly improved privacy for our patients, with comfortable rooms replacing curtained cubicles and two mental health liaison rooms to assess those who need specialist care. It also includes a new Urgent Treatment Centre with six consultation rooms and a treatment room.

The modern, high quality facility is already demonstrating its more than £21 million value. We see about 400 patients every day needing emergency care. In addition, around 300 patients a day come to our urgent treatment services, including three local ‘no appointment needed’ GP Hubs, open 8am to 8pm, seven days a week.

Giving young people their own space

Our Emergency Department was designed by the staff who work in it, ensuring it meets the needs of our teams and the community we serve.

Croydon’s young people now have access to some of London’s best emergency care.

I’m especially proud of our expanded children’s care facilities. We now have two separate paediatric waiting areas, nine paediatric patient rooms and outdoor space provide young people with the most comfortable care possible and we also have a dedicated on-site Children and Adolescent Mental Health Room.

Sarah Mclaggan, Head of Paediatric Nursing
We are ahead of the curve in the NHS to join up our care and support for Croydon.

Our award winning partnerships are taking forward the ambitions of the NHS Long Term Plan, joining up our services to deliver more seamless care for people in Croydon and creating opportunities for our staff.

Services like LIFE (Living Independently For Everyone) are connecting the support available for people in the borough, to improve our care for the elderly and those with long-term conditions. Introduced as part of the One Croydon alliance, our partnership between the local NHS – including GPs and mental health services – Croydon Council and Age UK Croydon, LIFE is helping us work collectively in Croydon to care for people when they are ill and do more to help residents live and stay well.

We want to give staff more freedom to work across organisational boundaries to provide more seamless care and support – making the most of the expertise and the workforce we have in the borough.

This year we have also strengthened our partnership between the Trust and NHS Croydon Clinical Commissioning Group to improve how we plan and deliver healthcare in the borough. Building on the success of the One Croydon alliance, we are aligning common functions – removing duplication and freeing-up resources to support frontline staff.

From October 2019, we will also share a single ‘Place Based Leader’ and leadership team to speed-up decision making and increase the pace of quality improvement. This will include ongoing work to make it easier for people to access the services they need closer to home in the neighbourhoods where they live.

With more people living with long-term conditions, we’ve brought together all of the experts involved in their care. This is helping us to look after medical health problems and tackle issues like social isolation, which can affect many people as they grow older in the borough.

Working together, we can now provide more holistic care, coordinating the treatment and support people need in advance and preventing unnecessary hospital admissions that can occur if conditions are left unchecked.

Dr Chris Bell, Consultant Community Geriatrician
In 2018, our maternity teams were rated the best in London for treating mums with respect and dignity during childbirth, providing kind and compassionate care.

This year we’ve offered more mothers continuity of care, where new parents are cared for by the same small team of midwives throughout the whole of their maternity journey.

Our Lucina, Leander and Crocus birthing teams are already supporting hundreds of women in this way, giving mums a named midwife to co-ordinate their maternity care and helping to build a strong relationship between mothers and the people caring for them.

Next year we’ll be offering this continuity of care to even more women across the borough, so that we can give every family the best start in life.

We’re also offering Croydon women greater choice than ever in their maternity care, from our midwifery-led Birth Centre, which includes birthing pools, to delivery suite rooms and a dedicated home birth team.

With you all the way

This year we’ve secured a string of awards, including two Midwife of the Year titles, a Midwife Achievement Award and a Team of the Year nomination for our Crocus Home Birth team.

Lead Midwife for Vulnerable and Marginalised Women, Memuma Sowe was named ‘Midwife of the Year’ at the British Journal of Midwifery Practice Awards in 2018.

Our maternity and homeless health teams have taught me so much about providing great care.

The vulnerable women we see are often very late in their pregnancy and could potentially be at great risk. We’re very grateful to have the skills and resources to help them, so that they get the same excellent standards of maternity care as other mothers.

Memuma Sowe, Lead Midwife for Vulnerable and Marginalised Women
We know that health starts at home, not in hospital, which is why we’re working with our communities in Croydon to support them to stay healthier for longer. These issues reach far beyond the walls of any one public service. From housing to schools, healthcare to employment, we’re working with our partners and our patients to understand the wider aspects of health in our borough.

Our Rainbow Health Centre based in one of Croydon’s most deprived wards, gives a lifeline to some of the most vulnerable people in our communities, including the homeless, asylum seekers and refugees.

Working in collaboration with the voluntary sector, we’re able to provide specific services for these communities through an integrated team of community nurses, a midwife, a health visitor and a GP.

Local learning

In 2018, two junior doctors launched Croydon Global Health, a teaching series for improving medical training to provide the best possible care to our diverse community.

The training was so successful that it’s now being adopted by Health Education England and piloted in other London boroughs.

“When I came to Croydon as a junior doctor, I was equipped with all of the medical knowledge I needed, but I lacked an understanding of how the diversity of the population increased the complexity of the care that we needed to deliver.

Working with my colleague and friend Claire, we developed training sessions for the next cohort of junior doctors. The teaching aims to improve understanding of how social issues within Croydon’s population contribute to ill health, to increase junior doctors’ confidence in looking after patients with more complex needs and to raise awareness of local services available to refer to.”

Dr Fredrika Collins, co-creator of the Global Health series
Our teams are at the forefront of innovation, giving more than 2,000 local patients each year access to exciting trials for new techniques and treatments.

We were declared England’s top acute trust for the percentage increase in patients taking part in clinical research, and now run 56 of these high quality studies - a 30% increase on the previous year.

Our trials are already making a real difference to the lives of our patients. Our award-winning stroke research has helped over 50 patients in their recovery, including 87 year old patient Peter Critchley.

Using virtual reality to help, Peter was able to become independent enough to marry his long-time love and move to be with her family in Australia.

As a university hospital, we also provide extensive work-based learning and training for thousands of healthcare professionals. Our popular Clinical Skills and Simulation Centre continues to expand, training clinicians in Croydon and across south west London.

NICE FIT is one of the most exciting diagnostic cancer studies in the country. We are aiming to promote earlier diagnosis and more comfortable bowel cancer care, with better outcomes. There are already more than 11,000 participants and the interim results are really promising.

We are now working with NHS Croydon CCG to introduce this new technology to all Croydon GP practices later in 2019 so that patients with bowel symptoms indicating possible cancer would avoid unnecessary hospital referrals.

Dr Muti Abulafi, Consultant Surgeon at the Trust and Chief Investigator of NICE FIT
This year we have cared for an extra 42,000 people in hospital, with an increased number of operations and outpatient appointments.

To make our care more convenient for people we have changed the way we work. We’re now seeing thousands of patients who require Adult Therapy Services in their homes and community clinics, rather than in hospital.

And where previously patients would often have to wait up to six weeks to get their pre-operative assessments for a planned surgery, now many of our patients can get this the very same day.

As a result, on-the-day cancellation of operations at Croydon University Hospital have reduced by 15% compared to last year.

Speeding up surgery

Acting on the feedback from our patients, matron Celsa Soares set up a fast access clinic where patients can be pre-assessed for blood tests and necessary health checks on the very same day they are told about their operation.

It’s upsetting to be told your surgery has been cancelled at short notice, so we set up the clinic to assess people much earlier and pick up any medical issues in advance. This is giving our patients a much better experience and they don’t have to visit the hospital a second time for tests that can be done on the same day.

Celsa Soares, Matron
We are proud of the clinical outcomes we achieve for our patients, but it’s just as important that we’re providing them with a good experience of care.

One way we ask for their opinions is by inviting them to complete the Friends and Family Test (FFT).

Of those replying, 85% said they would recommend us. Scores have improved this year in many of our key services, including our Emergency Department, Outpatients and Urgent Treatment Centre. But there is more to do.

The latest inpatient survey showed that the experience that some of our patients had didn’t match the quality of our outcomes or the high standards that we expect.

Our patients reported that they had high levels of trust in the doctors and nurses caring for them and said they were generally given consistent information when speaking to different members of their clinical teams.

However, our overall satisfaction score was only 7.3 out of 10, meaning that too many of our inpatients were unhappy with their experience. Treating people with dignity and respect costs nothing and we have responded quickly to involve more of our patients in all aspects of their care.

No day in a patient’s life should ever be wasted waiting when in our care. This is one of the toughest standards we have set ourselves and this year we have started to make progress to reduce available delays when patients no longer need hospital treatment.

Working with Croydon Council and the local CCG, we now have a team of social workers with us at the Trust to help us coordinate more of the services people need when they leave hospital. We have also put in additional support to help our ward teams unblock delays that can cause patients to stay in hospital longer than is necessary.

Amanda Gibson, Head of Clinical Site Operations

Supporting independence

Getting patients home after a hospital stay or continuing their care in the community is vital for their recovery, independence and overall experience of our services.

Our new Integrated Discharge Team is helping to reduce delays and offer greater continuity of care.

LEARNING FROM THE EXPERIENCES OF OUR PATIENTS
Linking up with other hospitals across south west London, we’ve developed strong partnerships which allow us to work more closely, save money and provide more coordinated care for patients.

Working together we can make the best use of the expertise we have to care for Croydon and improve the consistency of hospital services across south west London.

A clinically-led review has shown that our hospital is both necessary and clinically sustainable to meet health needs of our community. But as our community continues to grow, we also need to find ways to make the workforce and funding we have go further to care for more people.

As part of South West London Pathology, we now work as part of a collaboration of three hospitals, 200 GP practices and 30 healthcare centres to offer patients a comprehensive set of specialist tests.

In Croydon, a fully automated local laboratory means our staff can quickly get the tests they need to care for patients in our Emergency Department, hospital wards, operating theatres and maternity services.

This year we are advancing our joint pathology services with an £80,000 investment to refurbish the labs at Croydon University Hospital. Our staff have been actively involved in planning the new space to create a more open-plan and efficient environment that works for them.

We have:
45 members of lab staff

We did:
5,492,516 tests last year
It’s vital that our patients can receive the right care, in the right place, at the right time, which is why we’ve been focusing on improving our patient pathways, to ensure our services are more joined up.

Not only does this involve us providing better services, it also looks at opportunities for patients to be treated in the community, giving them the tools and support they need to manage their conditions and avoid unnecessary hospital stays where possible.

As part of this work, we’ve partnered with NHS Croydon Clinical Commissioning Group (CCG) to develop more integrated models of care for intermediate gynaecology services, to bring our hospital expertise out into services in the community and make our care more convenient for you.

We’re also offering our patients a new community based anti-coagulation service at Purley War Memorial Hospital’s GP hub, so that people living in the south of the borough can benefit from hospital-grade care without having to travel long distances.

Joining up our care

All six of the borough’s Integrated Community Networks (ICNs) include pharmacists, who are able to visit patients at their home to improve their medication use, as well as joining GP huddles to ensure they’re working closely with the other experts involved in their patients care.

Making medication simple

The appointment of a joint Chief Pharmacist across Croydon CCG and Croydon Health Services has already had an impact on our patients, saving time and money while offering more co-ordinated care to those who need it.

Louise Coughlan, Joint Chief Pharmacist
Our services are better than ever at helping you stay healthy and independent, at home or in the community.

This often begins at hospital, where our new discharge lounge and specialist teams work with community staff to help patients leave at the right time, with the right support in place.

Our Living Independently For Everyone (LIFE) teams do this especially well. They expanded to handle 1,500 referrals last year and can now support anyone, not only people over 65. LIFE’s reablement service was inspected by the CQC during the year and received “good” ratings for all aspects of its care.

Our 140 full time Adult Community Nurses managed more than 32,000 referrals this year, alongside specialists from areas including Adult Therapy, Neurorehabilitation and Physiotherapy, working together to keep our patients in the comfort of their own homes.

For children, we provide the Children’s Hospital at Home and Looked After Children Teams, as well as 46 full time practitioners in the Health Visiting teams who have been incredibly busy looking after over 29,000 children under 5 years old.

Improving health visiting

In 2019 our Health Visitors will become the first of our children’s services to be restructured around the same six localities used by council services and other organisations in the borough.

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In 2019 our Health Visitors will become the first of our children’s services to be restructured around the same six localities used by council services and other organisations in the borough.

Our Health Visiting team we will be working hand-in-hand with family services like Early Help, education and social workers to improve the health and outcomes for Croydon families.

Juliette Penney, Head of Public Health Nursing

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Our stable and improving financial position is supported by our rigorous Cost Improvement Plans. We have more than halved our deficit in three years, to successfully meet our deficit control total of £15.1 million in 2018/19. This allowed us to qualify for additional central funding.

By working hard to meet our financial targets we qualified for £16.5 million additional central funding. This has strengthened our financial health and we plan to return the Trust to financial surplus.

In total we spent £319.6 million in 2018/19, which was £4.1 million (1.3%) more than the previous year and shows an 8.8% growth in our income compared to 2017/18.

Rather than spending so much time and energy debating two sides of every coin, the Trust and CCG are now working together to get the maximum value from the funding to care for people in Croydon. Over time, our partnership will include sharing more support functions, like finance, but the commissioning of local services will remain a CCG-only responsibility to manage any potential conflicts of interests.

These ambitious plans in Croydon are in line with the NHS Long Term Plan which calls for greater collaboration between NHS organisations, rather than working in competition.

Azara Mukhtar, Director of Finance
We’ve made great strides over the past year, but we are committed to doing more, to improve how it feels to work at and to be cared for by Croydon Health Services.

We’re increasing collaboration across the borough, and more widely across London to create more opportunities for our staff and more joined up care for people in our community.

Working with the Department of Health and Social Care and NHS England, we’re one of just seven Trusts in the country embarking on a two year pilot project to offer support and treatment to survivors of female genital mutilation (FGM).

Named by our local FGM support group, AYDA, our Calabash clinic will provide support and basic treatments for women who have experienced FGM, and support them through referrals to other health services as needed.

We’ll also be expanding and refurbishing our critical care units, almost doubling the current space, and housing more en-suite facilities, quiet rooms and waiting areas to support families at some of the most difficult times in their lives.

These projects are the culmination of many hard years of work and the foresight and ambitions of our teams and there is more to come.

Together, we can make Croydon Health Services the best place for our patients and our staff.
Starting as we mean to go on, we have refreshed our annual objectives for the year ahead, ensuring we give our patients and staff the very best possible care.

Setting this out means our staff can understand the priorities for the Trust and importantly the role they all play in working together to deliver excellent care for people in Croydon, helping to improve the health and wellbeing of our population.

Our 2019/20 priorities are:

1. Providing high quality care
2. Supporting our staff
3. Delivering sustainable finances
4. Improving health for all

Underpinning all of this are our Trust values that shape everything we do. Our values determine the behaviours our colleagues can expect of each other and, importantly, what our patients and local population can expect of the Trust.

We will always be: professional, compassionate, respectful and safe.