Our community services include health visiting for the young and old, and the celebrated Children’s Hospital at Home, which offers dedicated care for babies, children and young people with long-term conditions without having to travel to hospital.

We run two busy hospitals in the borough. Croydon University Hospital offers everything you would expect from your local hospital – including 24-hour Accident and Emergency services and a home-from-home birthing centre – as well as expert care for cancer, stroke rehabilitation and conditions affecting the head, heart, lungs, muscles, joints and bones.

Purley War Memorial Hospital offers easy-access to outpatient care for people living in south Croydon. Services include blood tests, x-rays, physiotherapy treatments and ophthalmology care run by Moorfields Eye Hospital, alongside an on-site GP surgery. Purley War Memorial Hospital reopened in 2013 after an extensive £11.15m refurbishment.

Details of all of the care available can be found in the Trust’s new service directory at www.croydonhealthservices.nhs.uk

Croydon Health Services is more than just a local hospital. A third of the Trust’s 3,600 staff work in a wide range of community services providing care for local residents when and where they need it - in their own homes, in schools and in health centres across the borough.

Croydon University Hospital carries out more than 30,000 surgical operations every year, with the vast majority carried out without an overnight stay.
On any one day, we will see:

- **10 babies** born in our home maternity services and hospital labour ward
- **55 Croydon children** cared for in local schools
- **300 health visiting appointments** for the very young and old
- **700 care visits** to Croydon homes
- **70 planned surgical hospital operations**
- **114 emergency admissions**
- **Up to 400 people visiting** our urgent and emergency services

We have been listening to our patients, local residents and staff to help us make real improvements to the care we offer for people in Croydon. We are also learning from other NHS trusts to share best-practice and raise our standards even higher.

Our Quality, Experience and Safety Programme (QESP) takes forward all of the recommendations from the Care Quality Commission’s first inspection in 2013, as well as NHS-wide lessons learned from Mid Staffordshire and Morecombe Bay. Our aim is to embed a culture of continued improvement and consistent best practice throughout the Trust.

- We have 200 more clinical staff working in our community and hospital services than we did two years ago, including more senior doctors and nurses working in the evenings and at weekends
- **£2.4m** was spent increasing nurse staffing levels on our older people’s wards to meet national best standards
- New matron-led ward rounds mean that our top nurses keep a closer-eye on frontline care, more than ever before
- Regular tea rounds have improved the comfort of patients in the waiting area of the Emergency Department
- **We have reduced unnecessary delays for patients waiting to leave hospital by preparing medication to take home in advance**
- **Our senior team have gone ‘back to the floor’ to speak to patients and service users face-to-face and to support staff to take forward continued improvements in care. Progress is monitored every month.**
Our annual Research and Development Day saw the Trust’s skilled clinicians present more than 80 innovative projects, ranging from the treatment of heart attacks and kidney injuries to improving cancer diagnosis and childbirth.

One of the winning research projects, chosen by a panel of expert judges including our patients, was a clinical study into the difficulties of inserting an intravenous line into the small veins of premature babies.

The study found that by using an LED light – like those found on a bicycle – veins became more visible. Not only is this more cost effective than other methods used, it is easily transportable and could be used to help improve healthcare in developing countries.

Every day, the Trust undertakes clinical trials and pioneers new treatments to revolutionise care and to save lives.
Health services in Croydon have been nominated for multiple awards this year.

Croydon's Ambulatory Emergency Care (AEC) service was a finalist in the prestigious Health Service Journal Awards 2014. AEC gives Croydon GPs direct access to specialist hospital clinicians for immediate advice. Very ill patients can then be fast-tracked and admitted to hospital – without having to go through the Emergency Department. AEC is saving around 250 patients from having to stay in hospital overnight unnecessarily each month.

The Trust was nominated for four Nursing Times Awards in 2015:

- **Our acute oncology service (AOS).** A new nurse-led initiative is speeding-up cancer diagnosis with all referrals for suspected cancers seen within 24 hours of x-ray referral. Immediate contact with GPs means that patients can be informed and supported straight away.

- **Dementia friendly care.** We were one of the first trusts in the country to open a ‘dementia friendly zone’ in the Emergency Department. Five cubicles were transformed to provide a more comfortable and calming environment, with contrasting coloured curtains, large clocks and distinctive artwork to help people recognise where they are. This will be the standard in the new Emergency Department at Croydon University Hospital.

- **Reducing pressure sores.** The Trust has halved the prevalence of painful pressure ulcers (bed sores) compared to 2013/14 for people cared for in the community, through new multi-disciplinary training and joint working with Croydon Council and local care homes.

- **Listening into Action.** Our approach for engaging staff and supporting them to successfully deliver improvements in care is also shortlisted for an award.

This follows the success of **Croydon’s Homeless Health Team**, which won the 2015 Student Nursing Times Award for Nurse Placement of the Year. The team gives a life-line to very vulnerable people in our community, including asylum seekers and refugees, who are often in very challenging circumstances.

Another of our community-based teams, the **Children’s Diabetes Service**, was rated as excellent in an NHS England peer-review earlier this year.

In October 2014, Croydon Health Services became the first healthcare provider outside of the United States to be awarded HIMSS Level 6 for our use of information technology to improve patient care and safety – the same level as the famous John Hopkins Hospital in Baltimore.

Level 7 from the Health Information and Management Society (HIMSS) means going totally paperless.

We are one of the first trusts in the UK to introduce electronic personalised care plans for all adult inpatients – replacing old paper forms.

Our clinicians now have shared access to electronic patient secure through a single secure clinical information system, CRS Millennium. This year, we have expanded this to include our maternity services, critical care, day surgery and main theatres.

This is improving patient safety and is helping us to deliver consistently better care as our clinicians now have access to medical histories at a touch of a button.

Our aspiration to improve care through innovation was given a boost in February with a £969,000 award from NHS England’s Nurse Technology Fund. This will be used to give our healthcare staff in children’s and adult community services the ability to work throughout the borough with secure access to up-to-date medical records – including in peoples’ own homes – to provide better care.
The new Emergency Department will be bright, modern and open-plan to create a more pleasant environment for our patients and staff working there.

This year the NHS Trust Development Authority and Department of Health gave approval to build a new £21.25m Emergency Department (Accident & Emergency) at Croydon University Hospital. The new facility will open in Spring 2017.

The Trust’s clinicians have visited Emergency Departments across the country to bring the very best specifications back to Croydon, and have designed the new facility with input from our patients.

- The new Emergency Department will be larger by more than a third.
- There will be 28 adult ‘majors’ beds (where patients who are the most seriously ill will be treated). All will have doors on cubicles rather than curtains to improve dignity and privacy.
- A dedicated eight bed paediatric Emergency Department, with its own reception and waiting area, will ensure that children and their families can be prioritised in a separate area away from adult patients.
- There will be a bigger resuscitation unit and a new Urgent Care Centre to treat minor ailments and illnesses.

The biggest change in a generation to emergency care in Croydon is now underway.

We will maintain 24-hour emergency and urgent care services at Croydon University Hospital throughout the 18 month construction. To do this, the Emergency Department and Urgent Care Centre will move into temporary accommodation within the hospital site.

From 8 November 2015, patients arriving on foot for the Emergency Department and Urgent Care Centre will use the Woodcroft Wing entrance. Blue-light ambulances will arrive via London Road.

Look out for more information throughout Croydon about the changes to the Emergency Department, and follow #NewCroydonED on Twitter to keep up-to-date.
When the Care Quality Commission first inspected our services in 2013, they found that our outpatient care could be improved with shortened waiting times and more information for patients.

New information boards have been installed in outpatient waiting areas to keep our patients informed about how quickly they will be seen.

The Trust now sends 1,500 text messages every day to patients to remind them of the time and date of their appointment. This has almost halved the number of appointments our patients miss (from 16% in January 2014 to 9.92% in June 2015). This is helping to reduce unnecessary delays and shorten waiting times for our other patients.

You said we needed to improve our hospital buildings and clinics – so we did. This year, we have made many improvements.

- £125,000 was spent transforming our outpatient and orthopaedic clinics, with new flooring and comfortable seating
- £120,000 helped to modernise the fracture clinic at Croydon University Hospital
- We have opened a new £1.1m interventional radiology suite with the latest equipment to show x-rays in high-definition and side-by-side in real-time to improve accuracy and diagnosis
- £980,000 was spent renovating our elderly care wards to become ‘dementia friendly’, helping to reduce falls and ease anxiety for people living with dementia. The wards are now bright and open-plan with a comfortable space for patients and carers to attend for activities, including Armchair Zumba
- £160,000 was spent on improving separate bathrooms for men and women on our hospital wards
- A £706,000 air conditioning chiller unit was installed to keep the main operating theatres cool and comfortable for our patients
- New combined heat and power plants at Croydon University Hospital have made the Trust greener and more sustainable. This is saving more than £800,000 a year through more efficient energy use, and has reduced our carbon footprint by more than 12%

We see over 300,000 outpatient appointments a year – that’s more than 140 appointments every hour. We have been working hard to improve the service for everyone we care for.

The Trust sends 1,500 text messages every day to our patients to remind them of the time and date of their appointment.
There has been a step-change in what our patients and service users say about care at Croydon Health Services.

The national patient experience ‘check-up’, the Friends and Family Test, shows that more people would now recommend our services.

More than 90% of our patients have consistently recommended our outpatients service at Purley War Memorial Hospital to their friends and family since October last year (when the friends and family test was changed to be calculated as a percentage).

88% would now recommend outpatients services at Croydon University Hospital - up from 70% in October 2014.

The number of patients recommending inpatient services at Croydon University Hospital has stayed the same, but since March 2015 has begun to increase (from 93% to 95%, March to July 2015).

100% of women would recommend our labour and birth services in Croydon (April and July 2015) – the same level as national leaders including the Chelsea and Westminster Hospital.

Our Emergency Department was in the top four in London in January 2015, with 95% recommendations from patients.

100% of women would recommend our labour and birth services in Croydon.

Croydon Health Services was one of only two London trusts to improve its overall patient satisfaction score in the national inpatient survey.

80% of patients rated their overall experience of our care as 7 or more out of 10 – up 11% from 2013/14.

More of our patients agreed that:
• They had confidence in our doctors and nurses
• They were always treated with dignity and respect
• Our hospital wards and rooms were clean

However, we are far from complacent and we know that there is much we still need to improve, including the need to provide more information to patients about their care and condition during a hospital stay.

Our Quality, Experience and Safety Programme is being refreshed to address all the areas where we must make further improvements, and we expect to see continued progress in next year’s survey.
We have completely transformed our maternity services to offer more care and support every step of the way through pregnancy. Our midwives work side-by-side with families as they welcome Croydon’s newest residents to the borough.

More than 3,800 babies were born in our labour ward, birth centre and at home last year – in 2015/16, this is expected to exceed 4,000.

We have listened to what mums have said and have improved our services, including completely renovating the birthing centre at Croydon University Hospital to create a more comfortable environment where childbirth can be as normal and natural as possible.

The Trust now employs more than 120 midwives, and was one of the first in south west London to appoint a consultant midwife to strengthen senior leadership within the team.

Five short films on the Trust’s website provide a guided tour covering every aspect of the service. More women are now choosing to give birth at Croydon, with bookings up 6% from 2014.

In August 2015, an expert peer review by senior midwives at the ‘Local Supervising Authority’ (LSA) found that maternity services at Croydon Health Services was providing ‘excellent care.’

More mums are choosing Croydon as their first choice to give birth.

A decade of breastfeeding support in Croydon.

Our Mum2Mum breastfeeding peer support group has celebrated 10 years of helping Croydon mums breastfeed their babies to give them the best start in life. The group recruits and trains volunteer mothers who have breastfed their own babies to offer support and advice to other mums in our community. In March 2015, our Children’s Universal Services achieved UNICEF UK stage two baby friendly accreditation, and is working towards achieving stage three in 2015/16.

Croydon Best Start

is a new initiative between Croydon Health Services and Croydon Council to provide greater access to joined-up service to improve the health and well-being of children under five in the borough. Best Start will bring together key services including health visiting, children’s centres, early years, midwifery and the voluntary sector. We will be one of the first UK boroughs to fully combine services for children and young families.

We have completely transformed our maternity services to offer more care and support every step of the way through pregnancy. Our midwives work side-by-side with families as they welcome Croydon’s newest residents to the borough.

More than 3,800 babies were born in our labour ward, birth centre and at home last year – in 2015/16, this is expected to exceed 4,000.

We have listened to what mums have said and have improved our services, including completely renovating the birthing centre at Croydon University Hospital to create a more comfortable environment where childbirth can be as normal and natural as possible.

The Trust now employs more than 120 midwives, and was one of the first in south west London to appoint a consultant midwife to strengthen senior leadership within the team.

Five short films on the Trust’s website provide a guided tour covering every aspect of the service. More women are now choosing to give birth at Croydon, with bookings up 6% from 2014.

In August 2015, an expert peer review by senior midwives at the ‘Local Supervising Authority’ (LSA) found that maternity services at Croydon Health Services was providing ‘excellent care.’

More mums are choosing Croydon as their first choice to give birth.

A decade of breastfeeding support in Croydon.

Our Mum2Mum breastfeeding peer support group has celebrated 10 years of helping Croydon mums breastfeed their babies to give them the best start in life. The group recruits and trains volunteer mothers who have breastfed their own babies to offer support and advice to other mums in our community. In March 2015, our Children’s Universal Services achieved UNICEF UK stage two baby friendly accreditation, and is working towards achieving stage three in 2015/16.

Croydon Best Start

is a new initiative between Croydon Health Services and Croydon Council to provide greater access to joined-up service to improve the health and well-being of children under five in the borough. Best Start will bring together key services including health visiting, children’s centres, early years, midwifery and the voluntary sector. We will be one of the first UK boroughs to fully combine services for children and young families.
Nearly twice as many staff said they felt valued for the contribution they make compared to the NHS staff survey in 2013. This has been achieved, in part, through Listening into Action (LiA) — our way of involving our patients and engaging with staff at every level of the Trust — clinical and non-clinical — to make real and continued improvements in how well we care for patients and local residents.

In March 2015, we became the first NHS trust in the country to be awarded the LiA Kite-Mark for our commitment to staff engagement.

Through LiA we have:

- **Increased visible leadership.** Every Wednesday morning, the Trust executive team and senior managers visit frontline services in- and out-of-hospital to talk to patients and staff with a focus on delivering further quality improvements in our care.

- **Introduced “Home for Lunch.”** This initiative helps patients who are well enough to go home after a hospital stay to be discharged much earlier in the day. By proactively planning blood tests, scans and patient transport in advance, on one ward 83% of patients were ‘home for lunch’ compared to 20% in 2013/14. This is now being rolled-out across the Trust.

- **Agreed four staff pledges.** Staff pledged to always be welcoming, helpful and professional to our patients and visitors. We were one of the first to join the #HelloMyNameIs campaign spearheaded by Dr Kate Granger, a hospital consultant from Yorkshire who has terminal cancer. Our staff pledges have been included in all job descriptions and staff induction for new starters.

In 2015, we have taken LiA up a gear by launching ‘Let’s Do It!’ where staff can come together in teams to lead change more quickly. The idea is simple — if you can see something that we can do better for our patients and staff, then “Let’s Do It.”

Our staff pledges

We will always:

- Introduce ourselves to our patients, visitors and colleagues
- If we can’t help someone, we will refer them to someone who can
- If we see behaviour that is inappropriate, we are supported to always challenge it
- If we can see that someone looks like they need assistance or they look lost, we will always ask “Can we help you?”

75% of Croydon Health Services staff surveyed said that they felt able to contribute to improvements in patient care and working lives at the Trust — making our staff amongst the most empowered in the country (NHS Staff Survey, February 2015).
To continue to deliver the health services needed by our local community we must achieve a planned deficit of £22.5m in 2015/16. We are constantly reviewing how we work, by minimising waste and reducing inefficiency, to help us achieve this.

Our focus continues to be recruiting more permanent staff. We spend more than £170m a year on staffing – more than two thirds of our budget. Spending too much on temporary and agency staff is not unique to Croydon, but unlike many NHS trusts we have reduced how much we spend by £1.7m in 2014/15 compared to the year before.

Recruiting more clinicians is a big challenge. Faced with limited availability and greater competition – especially in London – we started a new campaign to encourage more qualified nurses to become a ‘Croydon Nurse’.

Since March 2015, we have successfully recruited more than 130 nurses – 60 have already started and 75 will join in the coming months.

We are also working hard to retain more of the staff. We interviewed a cross-section of staff who left the Trust to understand their reasons for leaving. What they told us has led to a more personal approach to management and fast action to help us keep the skills and knowledge we need within the Trust.

This year, 23 out of 30 student nurses decided to stay in Croydon after completing their three years nurse training. This is the highest number yet.

Over 90% of our patients were seen within 18 weeks of being referred by their GP in 2014/15. For patients that did require admission to hospital this was 90%, and for patients that did not require admission this was over 95% – meeting both the national standards.

To speed-up diagnosis and treatment where it’s needed, we have continued to see patients referred to us with suspected cancer as quickly as possible. 97.4% of suspected breast cancer cases were seen within 14 days of a patient being referred by their GP, and 100% of patients who were referred to us urgently for suspected cancer received drug or surgical treatment within 31 days of their first appointment.

We have continued to outperform the national average, with more than 95% of our patients experiencing ‘harm free care’ – a national scheme to wipe out four conditions that can affect people in hospital. This is in comparison to around 94% nationally (March 2015).

Through initiatives such as red ‘anti-slip’ socks worn by elderly and frail patients in hospital, we have reduced the prevalence of falls on our wards to less than 1.2% – well below the national average.

We have also reduced the number of in-hospital cardiac arrests by more than 30% (2014/15 compared to 2013/14). The Trust’s resuscitation team have been invited to present this achievement at the European Resuscitation Council Scientific Congress – this is the biggest international conference on patient deterioration and the team are proudly flying the flag for Croydon.

This year we have met or exceeded the majority of NHS targets to reduce waiting times and deliver safe care. Demonstrating that we are providing increasingly responsive and high-quality services.

“I cried when I found out I got Croydon – looking back I realise it was the best thing that could have happened. You will have amazing career opportunities and make lifelong friends.”

Dr Eline Caine, Junior Doctor (2014/15)
Croydon is leading the way in how health services could be funded in the future. Outcome Based Commissioning (OBC) looks at how NHS organisations deliver the results that patients have said are most important to them, rather than focusing on the number of treatments or procedures they received. This will then be linked to the way organisations are funded.

Croydon Clinical Commissioning Group and Croydon Council have identified more than 50,000 over 65s living locally that could benefit from this new way of doing things. They are being prioritised as the scheme is introduced.

For our patients and local residents, this means less fragmented care for some of the most frequent users of health and care services. For the Trust, this means a greater focus on preventing ill health as well as treatment.

We have formed an alliance with four partner organisations; Croydon Council Adult Social Care, Croydon GPs group, South London and Maudsley NHS Foundation Trust and Age UK Croydon. This new way of working is to begin on 1 April 2016.

Continuing our journey towards seamless care in Croydon

We have a long history of joint-working between health and social care to deliver more care closer to home. Initiatives such as Transforming Adult Community Services, which the Trust runs alongside Croydon Council and Croydon CCG, provides hospital-grade care for more people in their own homes. This is saving on average 80 patients from having to be admitted to hospital every month.
Every day, our staff receive many letters of thanks from patients, their loved ones and local residents, but we also get suggestions for how we can keep improving our care.

If you’ve had a good experience, you can share your views at one of these online forums:
NHS Choices  www.nhs.uk
Patient Opinion  www.patientopinion.org.uk

We also want to know what we could do better.

If you have concerns, or would like to make a complaint, you will be listened to and taken seriously. We will also share with you what we find and do as a result.

Our Patient Advice and Liaison Services (PALS) is open Monday to Friday 09:30 to 16:00. No need to book, just pop in, call us on 020 8401 3210 or email pals@croydonhealth.nhs.uk

If you would like to make a formal complaint, we will investigate your concerns, and discuss with you what we find and do as a result.
Please call 020 8401 3352 or email complaints@croydonhealth.nhs.uk

To find out more about our services call us on 020 8401 3000 or visit www.croydonhealthservices.nhs.uk
Email us at hereforyou@croydonhealth.nhs.uk

Croydon Health Services NHS Trust
Croydon University Hospital
530 London Road
Croydon
CR7 7YE