

**General Feedback**

Please feel free to feedback and inform us of any issues relating to health care services in Croydon.

Please email us at  
[croydon-getinvolved@swlondon.nhs.uk](mailto:croydon-getinvolved@swlondon.nhs.uk)

Or write to us at  
Bernard Weatherill House, 2nd Floor,  
Zone G, 8 Mint Walk, Croydon CR0 1EA

# Annual Report Summary

2018/2019



## Welcome to NHS Croydon CCG's Annual Report Summary for the financial year 2018/19

**We are delighted to be able to record that, for the first time, the CCG has achieved a balanced financial position, delivering a small surplus in 2018/19. This is the result of the commitment and hard work of our staff, GP member practices and all of our partners. In total, we have delivered savings of over £98 million in the six years since the CCG was established.**

The CCG has had to take some difficult decisions to address the financial challenge it has faced, but our overarching focus has been on working with partners to keep people as healthy and independent as they can be, improving care quality and reducing waste, and through adopting innovation. Our financial performance also contributed to our NHS England assessment; Croydon is now rated as "Good". This is an improvement on last year's rating of Requires Improvement and means that we have improved our rating from "Inadequate" to "Good" in just two years.

Whilst this achievement is something to celebrate, we should also recognise that we still have further to go to get on a truly sustainable financial footing. The can-do attitude and dedication we see in our staff, member practices and Croydon partners every day makes us confidently optimistic for the future.

We are fully committed to continuing to work closely with all of our partners so that we can collectively focus on where we can have the biggest impact on people's health and well-being whilst continuing to improve the quality of local services.

The One Croydon Alliance brings together NHS Croydon CCG, Croydon Health Services NHS Trust, South London and Maudsley NHS Foundation Trust, Croydon Council and Age UK Croydon to deliver more coordinated, holistic services for people who live and work in Croydon. We are extremely pleased to have signed a formal agreement to extend the One Croydon Alliance for a further nine years. This is key to achieving the goals set out in our Health and Wellbeing Strategy, and plans to help people who live and work in Croydon live longer, healthier lives.

We have benefitted from having shared roles and functions across

health and care services. We have appointed a Joint Trust CEO and Place Based Leader for health, Matthew Kershaw. This job is the first of its kind and puts Croydon at the forefront for how the NHS is changing to meet the healthcare needs of the communities we care for. He takes up his role from 1 October 2019 and will be working to create a single executive leadership team between the Trust and CCG. We have already appointed a Joint Chief Nurse and have launched an Integrated Safeguarding Team, bringing together expertise and providing greater oversight and rigour. Looking ahead, we are planning to work even more closely with Croydon Health Services and other partners to improve health and care in Croydon.

Of course, our most important partners are our local communities and in particular the people who use our services. We are proud of our strong engagement programme and the relationships we enjoy with the people of Croydon. We are pleased that NHS England have recognised this, again rating Patient and Community Engagement activities Green overall but with improved

scores from "good" to "outstanding" in two areas. This year our extensive programme of engagement events has seen many Croydon communities make vital contributions to our work, a highlight being our black and minority ethnic communities mental health events.

Of course, none of our work is possible without the dedication and commitment of our GP members, staff, health providers and our key partners and stakeholders. Thank you for all your support over the year. We are grateful for your hard work and enthusiasm that help us to provide the best possible healthcare we can for the people of Croydon.

We are looking forward to working with you all further in the year ahead.

**Dr Agnelo Fernandes**  
Clinical Chair

**Andrew Eyres**  
Accountable Officer



## Introduction

Clinical Commissioning Groups – known as CCGs – were set up by the Government under the Health and Social Care Act 2012 to buy (commission), develop and manage most of the healthcare services for people living in a particular area. They are led by doctors who run local practices and have a good understanding of what local patients need.

NHS Croydon CCG serves a population of over 396,000 residents across 50 member GP practices (as of 31 March 2019). These services include:

- Outpatient appointments and planned operations (planned hospital care)
- Community health services (for example district nursing)
- Urgent and emergency care (including out of hours services)
- Rehabilitative care
- Maternity services
- Mental health services (including talking therapies)
- Services for people with disabilities
- Prescribing by GP practices and some primary care services

NHS Croydon CCG have also commissioned GP services from NHS England since 1 April 2017.

We want to give everyone the best possible chance to lead healthier, happier lives. This is a summary of what we did to achieve that over the past year. There is more detail in our full Annual Report and Accounts, which is available on our website at:

[www.croydonccg.nhs.uk/news-publications/publications/Pages/Publications.aspx](http://www.croydonccg.nhs.uk/news-publications/publications/Pages/Publications.aspx)



## Our vision

Our vision is for longer healthier lives for all the people in Croydon. We have aligned our strategy with national priorities set out in the NHS Long Term Plan as well as our own local priorities. We will achieve this by working with our diverse community, our providers and partners, using our resources wisely, to transform and provide safe, effective, high quality, patient centred services.

**Vision** Longer, healthier lives for all the people in Croydon

**Strategy** Through an ambitious programme of innovation and by working together with the diverse communities of Croydon and with our partners, we will use our resources wisely to transform healthcare to help people look after themselves, and when people do need care, they will be able to access high quality services

- Objectives**
- 1 To commission high quality healthcare services that are accessible, provide good treatment and achieve good patient outcomes
  - 2 To reduce the amount of time people spend avoidably in hospital through better and more integrated care in the community, outside of hospital for physical and mental health
  - 3 To achieve sustainable financial balance by 2018/19 and NHS business rules of 1% surplus by 2020/21
  - 4 To support local people and stakeholders to have a greater influence on services we commission and support individuals to manage their care
  - 5 To have all Croydon GP practices actively involved in commissioning services and develop a responsive and learning commissioning organisation

**Values** Patient focused • Outcome focused • Professional • Ambitious



## What we're all about

Being ill or needing care can be frustrating and difficult – especially when it comes to getting the help and support you need. We want to support people in Croydon to stay as healthy and independent as they can, for as long as they can and when people need help we want them to receive the right care and support, in the right way, when they need it and in the place that's best for them.

## Local challenges



**Health and social care in Croydon face a number of challenges.**

- Over the next ten years our population is expected to increase from just over 396,000 to over 444,000
- We have the highest population of under 18s in London and the third highest of over 65s
- Life expectancy is 7.9 years lower for men and 5.4 years lower for women in the most deprived areas of Croydon than in the least deprived areas
- In 2017, an estimated 12% of adults smoke; over 1,000 deaths were attributable to smoking in 2015-17
- Over one in five children aged four to five years, and more than one in three children aged ten to eleven years, are overweight or obese
- Almost two in three adults are overweight or obese
- There were 6,512 admissions for alcohol related conditions in 2017/18

## One Croydon Alliance

**The One Croydon Alliance has continued its successful partnership into its first formal year of operation in 2018/19.**

Alliance programmes, such as Personal Independence Coordinators and the Out of Hospital programmes continue to provide benefits for Croydon residents and professionals working here.

Our partnership working has meant that, so far, 62% fewer patients have needed care packages six weeks after hospital discharge and around 450 residents spent less time in hospital, or none at all. Formal evaluation has shown that partnership work has led to a 15% reduction in all adults admitted to hospital. One Croydon's work has been recognised nationally, winning the Health and Care Category at the Local Government Chronicle awards in March 2019.

However, we continue to focus on shifting our ways of working to being more proactive than reactive and getting better at strong recruitment and retention practice so people can be supported well in the community.

We continue to discuss with Croydon Health Services NHS Trust (CHS) opportunities to work more closely together. We already have a growing track record of successful collaborative working, with various partnerships already in place between the local NHS, GPs, social care and the voluntary sector. Bringing the CCG and Trust closer together will focus our combined resources on improving the quality of care and support for the population of Croydon and our patients.

## National standards

As part of demonstrating delivery of Croydon improvement priorities, we also need to meet national standards that sit within the national NHS Constitution.

In line with many others across the country, we didn't manage to meet all these targets in 2018-19. It is proving particularly difficult for hospitals to see A&E patients within four hours because more and more people are using emergency departments. This is something we are helping by providing other places to get care in Croydon, such as at GP Hubs or pharmacies. Some of the key national targets are highlighted below:

### National Target 2018-19

How long people wait to be seen at (A&E) departments

Target: 95% seen within four hours

How long patients wait to be treated at hospital after they've been referred by their GP

Target: 92% within 18 weeks

How long patients wait for tests to diagnose what's wrong with them

Target: 99% within six weeks

What percentage of people with first episode of psychosis received NICE approved treatment within two weeks

Target: 53%

### Our performance

In 2018-19, just over 85% of patients were admitted, transferred or discharged within four hours of their arrival at an A&E department

2017-18: 89.9% ▼

Just over 90% of Croydon patients referred for treatment were seen within 18 weeks

2017-18: 92.7% ▲

98.9% of patients waiting for a diagnostic test waited less than six weeks from referral

2017-18: 98% ▲

The CCG was well over target, achieving over 82% for the year

2017-18: 59.1% ▲

### National Target 2018-19

Improving Access to Psychological Therapies (Talking Therapies)

Targets:  
75% entering treatment within six weeks

95% entering treatment within 18 weeks

Dementia diagnosis

Target: 66.7% of estimated population diagnosed

How long it takes to diagnose and treat suspected cancer cases

Targets:  
93% of those with breast symptoms/suspected cancer seen within two weeks

94% 31 day wait for surgery

98% 31 day wait for drugs

94% 31 day wait for radiotherapy

96% 31 day wait to first definitive treatment

90% 62 day wait from screening to treatment

85% 62 day wait from referral to treatment

### Our performance

We met our target for the first time. 99% of patients entered a course of treatment within six weeks, with 100% entering after 18 weeks

2017-18: (six weeks) 94.3% ▲

2017-18: (18 weeks) 99.8% ▲

In 2018-19 the CCG met our target – 69.8% of the estimated population that could have dementia or related illnesses have been recorded with a GP

2017-18: 66.7% ▲

The CCG's performance for the year maintained good performance across six of the eight cancer waiting time standards:

Two week waits for breast symptoms and suspected cancer (98.8% and 96.9% respectively)

2017-18: (breast symptoms) 98.5% ◆  
2017-18: (suspected cancer) 96.3% ◆

31 day waits for subsequent treatments with surgery, drug and radiotherapy (97.5%, 99.1% and 96.6% respectively)

2017-18: (surgery) 95.2% ▲

2017-18: (drug) 98.5% ◆

2017-18: (radiotherapy) 94.5% ▲

31 day wait from diagnosis to first definitive treatment for all cancers (97.6%)

2017-18: 97.6% ◆

All indicators listed above exceeded the national standard as an average for the year, sustaining prompt diagnosis and treatment of cancer for Croydon's population.

We were slightly under target for 62-day waits for screening to treatment and referral to treatment (83.5% and 83.2% respectively)

2017-18: (screening to treatment) 89.3% ▼

2017-18: (referral to treatment) 84.7% ▼

## The Croydon Health and Care Plan

Following One Croydon's success focusing on the over 65s we have extended our partnership ambition to the whole population. Where we find services that could be improved for our residents, it is our job to work together to integrate them and make improvements.

Our Croydon health and Care plan is currently a discussion document setting out our approach to improving health and wellbeing in Croydon together. This five-year plan sets out our journey and the improvements we expect to see on the way. It sets out how our long-term goals and outcomes link to our priorities and to our plans for delivery. We want front line staff, other stakeholders and the public to understand why we are changing the way we work and what that means for the people of Croydon.

The initial discussion document was developed with partners across sectors. We also tested it in a large event in November 2018; you can read more about this later on. By working together, we can align organisational objectives and we will:

- focus on prevention and proactive care – we want to support local people before things become a problem
- unlock the power of communities – key to helping local people stay fit and healthy for longer is to connect them with their neighbours and communities
- make sure local people have access to integrated services that are tailored to the needs of local communities – locality matters.



The One Croydon Alliance has developed this health and care transformation plan to maximise the value of our partnership and work together to transform the way we deliver services.

The plan does not start again from scratch but sets out for the first time an overview of the One Croydon plans in one document. It builds on individual partner plans and on

specific service strategies. It aligns with and supports the Health and Wellbeing Board's Strategy, the Croydon Local Strategic Partnership vision and the Southwest London (SWL) Health and Care Plan.

We will publish Croydon's Health and Care plan in autumn 2019. This will form part of a Health and Care plan for south west London that will be published in late autumn 2019.



## CCG 360° Stakeholder Survey

The CCG 360° Stakeholder Survey is carried out each year by Ipsos MORI on behalf of NHS England. The survey asks our GP practices and partners across the NHS, the local authority and voluntary sector a number of questions designed to determine how they view the CCG and our teams.

We are really pleased to say that our results this year, for the second year running, showed improvement and we now compare well to others. We would like to thank all our stakeholders for the part they have played in working together with our GPs and our key partners to improve health and well-being in Croydon.

The survey changed radically this year, meaning it is more difficult to compare year on year results. However, we can say that we performed better than the national average in all questions and are consistent with our southwest London neighbour CCGs.

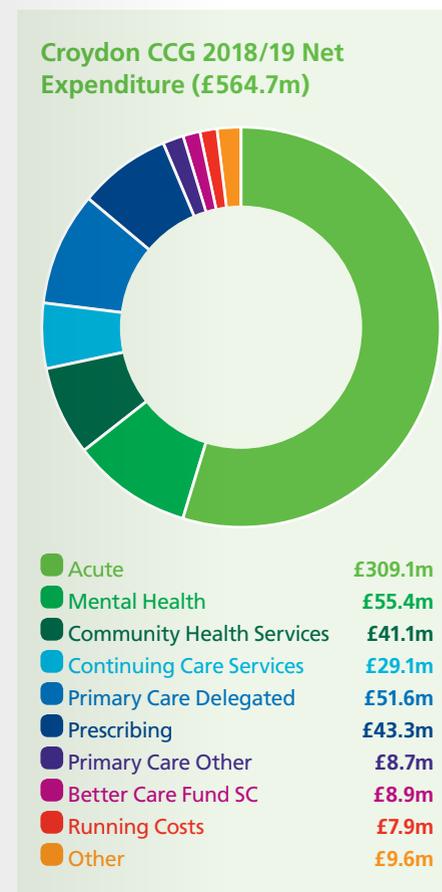
We've put some highlights below:

- ✓ **87%** rate the CCG as very effective/fairly effective in **improving the quality of local health services** (74% nationally; 82% across SW London)
- ✓ **85%** strongly/tend to agree that the CCG **considers the benefits to the whole health and care system** when taking a decision (79% nationally; 84% across SW London)
- ✓ **72%** strongly/tend to **agree** that the CCG **engages effectively** with all patients and the public when commissioning/decommissioning services (61% nationally; 74% across SW London)

While we are delighted with the overall very positive results, we know that there is always room for improvement and we thank those who provided suggestions as to where we can continue to improve. These will inform our work over the year.

## How we spent your money in 2018/19

In 2018/19, we spent £565million on health services for Croydon patients. This has risen from £559m in 2017/18. The pie chart below shows how we spent our budget on different types of healthcare.



For the first time in our history, the CCG is reporting a surplus for 2018/19 of £1.2m. This is a real achievement given the financial starting position of the CCG and has been delivered through a transformational programme over the past six years amounting to £98m.

In July 2016, the CCG was placed into 'special measures' by NHS England as a result of its financial performance. In July 2018, the CCG was taken out of special measures because of the improvement in the annual overall assessment of the financial position and the CCG's forward plans.



## Primary Care Commissioning

During 2018/19 Croydon CCG received funding to support General Practice transformation as part of the General Practice Forward View.

The GP Clinical Quality Review group tracks a range of measures to assure the quality of GP services and works with the GP community to share learning and best practice. We've provided a snapshot of two of the key ratings we use to track our GPs' performance.

It was not possible to rate two practices as they had not been operating for a sufficient time to be rated.

You can find out more about the CQC and about your GP's rating at:

[www.cqc.org.uk](http://www.cqc.org.uk)

### Care Quality Commission ratings

The Care Quality Commission (CQC) are the independent regulator of health and social care in England. They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve. We've provided a snapshot of Croydon GP surgery ratings below.

Good 45

Requires improvement 2

Inadequate 1



### GP Patient Survey

This is an independent survey run by Ipsos MORI on behalf of NHS England, sent out to over a million people across the UK. The results show how people feel about their GP practice. Some of Croydon's highlights from the latest survey, released in August 2018, are below:

- ✓ 83% of respondents said that their overall experience of their GP surgery was "very good" or "fairly good"
- ✓ 67% of patients were either "very satisfied" or "fairly satisfied" with the GP appointment times available
- ✓ 84% rated the time given to them by the healthcare professional to be either "very good" or "good"
- ✓ 92% of patients stated that they "yes, definitely" or "Yes, to some extent" they had confidence and trust in the healthcare professional they saw or spoke to

You can search for your own practice, or view the CCG-wide results in more detail at:

[www.gp-patient.co.uk/practices-search](http://www.gp-patient.co.uk/practices-search)



## Our major projects over 2018/19

### Together for health

Together for health continues to develop a range of initiatives across the borough – some of which have met with national acclaim and attention, more information below.

Social prescribing has been featured in the Guardian newspaper, detailing how the programme provides low cost activities where GPs can refer patients where medical interventions are not appropriate. Initiatives are also aimed at reducing social isolation and loneliness. Our chair and local GP, Dr Agnelo Fernandes, was also interviewed about the programme for ITV London News and for the “Reasons to be Cheerful” podcast, hosted by Ed Miliband and Geoff Lloyd.

Dr Emily Symington, one of our Governing Body members, has spoken about group consultations at the Royal College of General Practitioners Annual Conference in Glasgow. The BBC show, Trust Me I’m a Doctor, also filmed a group consultation and interviewed first time group consultation participants. Designed to encourage better self-care and embed shared

decision making between clinician and patient, group consultations gather around 10-15 patients who have a similar condition or set of clinical problems.

Independent evaluation showed that 80% of patients reported being more able to cope and keep themselves healthy and 85% would recommend group consultations to friends and family.

### Primary care locality developments

During 2018/19 Croydon CCG received funding to support General Practice transformation as part of the General Practice Forward View. The funding was invested to:

- Support practices to work together as networks, and in partnership with the GP collaborative to recruit additional workforce to meet population need
- Open five extended access hubs in Croydon, increasing the number of appointments available from 8am to 8pm to patients on weekends and evenings, creating around 19,000 extra appointments each month

- Develop social prescribing schemes to meet population need
- Pilot online consultations in General Practice
- Support practice teams to adopt new ways of working to help them manage their workload
- Develop leadership in General Practice Teams

We have also supported practices with the changes to the GP contract, including GPs establishing Primary Care Networks; we have described this in more detail below.

### Primary Care Networks

Primary care networks (PCNs) are groups of GP practices working more closely together with other primary and community care staff and health and care organisations, providing integrated services to their local populations. A number of workforce roles will be supported by the funding for each PCN - clinical pharmacists, social prescribing link workers, first contact physiotherapists, physician associates and first contact community paramedics. PCNs seek to build on the core of current primary care services

and enable greater provision of proactive, personalised, coordinated and more integrated health and social care.

Practices that join networks still retain their individual practice contracts and the associated responsibilities. The PCN builds on the current GP contract and helps them to move towards new and improved models of care and allows them to be able to influence place and system decisions. As part of the registration process, networks have put in place a network agreement which sets out agreed ways of working and have appointed a clinical director.

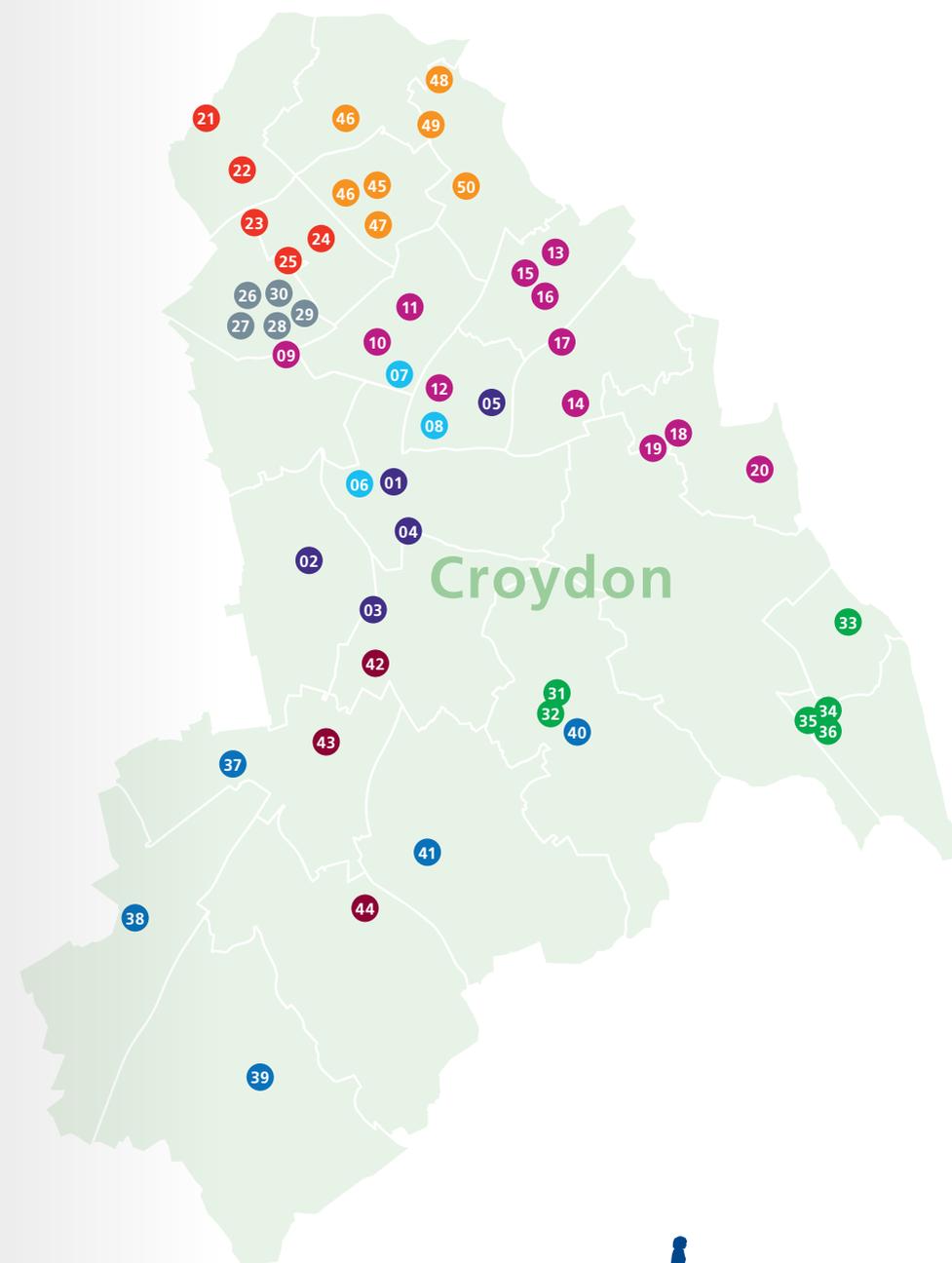
In Croydon, GPs have independently formed nine PCNs, which will replace the previous six networks.



## Primary Care Networks

PCN 1 East Croydon – South	Size: 37,035
01 Friends' Road Medical Practice	
02 Violet Lane Medical Practice	
03 The Haling Park Partnership	
04 Birdhurst Medical Practice	
05 Stovell House Surgery	
PCN 2 East Croydon – Middle	Size: 34,812
06 Edridge Road Community Health Centre	
07 St James' Medical Practice	
08 East Croydon Medical Practice	
PCN 3 East Croydon, Woodside & Shirley	Size: 76,096
09 Greenside Group Practice	
10 The Whitehorse Practice	
11 Selhurst Medical Centre	
12 Morland Road Surgery	
13 Portland Medical Centre	
14 The Addiscombe Road Surgery	
15 Country Park Practice	
16 Denmark Road Surgery	
17 Ashburton Park Medical Centre	
18 Shirley Medical Centre	
19 Hartland Way Surgery	
20 Broom Road Medical Practice	
PCN 4 Mayday – North	Size: 46,403
21 Fairview Medical Centre	
22 Norbury Health Centre	
23 Leander Road Primary Care Centre	
24 Brigstock Family Practice	
25 Brigstock and South Norwood Medical Partnership	

PCN 5 Mayday – South	Size: 37,185
26 Broughton Corner Medical Centre	
27 AT Medics Thornton Road Surgery	
28 Eversley Medical Practice	
29 North Croydon Medical Centre	
30 London Road Medical Practice	
PCN 6 New Addington & Selsdon	Size: 41,307
31 The Farley Road Surgery	
32 Queenhill Medical Practice	
33 AT Medics Headley Drive Surgery	
34 New Addington Group Practice	
35 Parkway Health Centre (Dr B Baskaran)	
36 Addington Medical Practice	
PCN 7 Coulsdon & Selsdon	Size: 50,078
37 Woodcote Medical	
38 Bramley Avenue Surgery	
39 Old Coulsdon Medical Practice	
40 The Selsdon Park Medical Practice	
41 Mitchley Avenue Surgery	
PCN 8 Purley	Size: 35,567
42 Parkside Group Practice	
43 Keston Medical Practice	
44 The Moorings Medical Practice	
PCN 9 Thornton Heath	Size: 54,356
45 Mersham Medical Centre	
46 Parchmore Medical Centre	
47 Thornton Heath Medical Centre	
48 Upper Norwood Group Practice	
49 Auckland Surgery	
50 South Norwood Hill Medical Centre	



## Children and young people transformation programme

We have been working over the year to identify practices with children who are frequent A&E attendees and support the practices with putting in place appropriate interventions. From this, we have developed advice and guidance for practices for the five conditions which are most likely to lead to A&E attendance and widened the impact of the specialist asthma nursing to reduce the number of A&E attendances for asthma and wheezing.

For those children who are admitted to hospital, we have developed a model in partnership with the Trust for an Integrated Paediatric Unit, including short stay provision, to reduce the amount of time children spend in hospital.

The CCG is also working with partners across south west London to improve mental health for children and young people. The programme brings together schools, health and social care professionals and local Councils to deliver training and support for children and young people, their families and teachers. This new way of working is initially being piloted in a number of schools across Croydon, led by St Mary's Catholic High School, with the aim of including all schools in the future.



Under the new arrangements a team of support workers is shared between the schools involved, offering one-to-one support and group-work sessions for pupils and parents. The programme was awarded an additional £4.3m of national funding in September this year which will enable the rollout of further teams over the next two years. In Croydon the additional funding will mean a bigger team can be put in place across the schools involved; a new team focusing on reducing serious youth violence and another team working across further education colleges.

## Adult mental health

The "Improving Access to Psychological Therapies", or IAPT, service has been rebranded to Croydon Talking Therapies and has been the subject of a new powerful

marketing campaign to enhance local visibility. After a period of narrowly missing national targets, the service is now achieving national targets of access and recovery.

We have also worked closely with all partners to develop solid plans to improve community provision for people with long term and serious mental health problems. The new model will include place-based hubs offering one-stop-shop assessments and services addressing everything that people need – help with medication, social benefits, housing and accommodation, employment and daytime occupation. If people are in crisis and need help after hours, the hubs will offer a crisis café where people can drop in and talk to a counsellor and where there will be ready access to formal psychiatric help if required. In addition, there will be an enhanced mental health primary care service.



## Out of hospital care transformation

Over 2018/19, we have focussed on a programme of work designed to provide more support to care homes, improve quality for residents, upskill the staff, and reduce demand from this patient cohort on acute and general practice. This includes:

- The provision of 24/7 video consultation support to up to 80 Croydon homes. This is linked to acute clinicians who can then refer onward to local services if needed
- The introduction of the Complex Care Support Team providing enhanced care to the most complex patients in the community, including care home residents
- The Significant 7 training programme for local care home managers, supporting them to identify deterioration in care home residents sooner, resulting in more residents receiving care in the home rather than in hospital

We have implemented the "Red bag" scheme across care homes in Croydon and in CHS. The Hospital Transfer Pathway Red Bag ensures key information, such as existing medical conditions and other clinical information, is communicated and helps to ensure residents return to their care home as promptly as possible once hospital treatment is completed. On average 2.4 bed days

are saved per Red Bag used and, since its introduction, has also stopped patients losing personal items such as dentures, glasses and hearing aids worth £290,000 in a year.

In partnership with South West London Health and Care Partnership launched, we also launched 'Connecting your Care' – a single and secure system where GPs, hospital doctors, nurses and social workers can access records from other health and care organisations across south west London to help make the best decisions about the care they provide for patients.

### Planned care and long term conditions transformation programme

This year saw a number of key achievements:

#### Paperless secondary care referrals

All referrals to secondary care are now booked through the national electronic referral system. This avoids the potential for lost referrals and duplicate bookings, and have reduced the NHS's carbon footprint in Croydon.

#### Roll out of Advice and Guidance

Advice and Guidance is a secure electronic messaging system enabling GPs to communicate directly with secondary care consultants when they need specialist advice. Over

the year, 85% of CHS's services have been made available for GPs to use. The system has a 48-working hour turnaround, which means that patients have answers more quickly and can save an unnecessary visit to hospital. It also means better use of consultants' time and supports GP development.

#### Development of Integrated Care Models for long term conditions

During 2018/19, service specifications for the new integrated services for Ear Nose and Throat, Gynaecology, Ophthalmology, Dermatology and Diabetes have been developed and agreed through the individual specialty transformation working groups that include representation from a range of stakeholders including local GPs, patients, operational and clinical leads.

These new models aim to provide innovative, high quality end-to-end services. Integrated services can provide a multi-disciplinary approach to service delivery, with a single point of entry and a seamless journey for the patient through the system.

We are committed to working more closely and collaboratively with CHS to enhance customer service and provision of care across all services and support sustainability of local services. Many of the services above involve creating seamless pathways between GPs and local higher-

level care, saving patients time and potentially money by having shorter distances to travel.

### Improving prescribing

This year the team has worked to embed the role of Integrated Care Network (ICN) Pharmacists. This role aims to support patients who are living with, or are at risk of developing, medicine-related problems to use medicines appropriately and to manage independently for as long as possible. Between April and December 2018 the team identified 867 medication related problems, equating to an average of 1.7 per patient and recommended 381 changes to medications to address clinical problems or waste resulting in a saving of £21,239. One patient was reduced from 40 medicines to 19.

We also worked with our south west London CCGs colleagues on implementing NHS England guidance which listed the self-limiting and minor health conditions for which over the counter items should not routinely be prescribed in primary care. This includes things like cold sores, ear wax and nappy rash.

The guidance means that patients can instead go to their community pharmacist who can offer help, advice and over the counter medicines to manage minor health conditions. If the symptoms suggest it is more serious, then the pharmacist will direct the patient to the GP. This approach will help to encourage patient self-care and reduce pressure on general practices.



## Looking forward to 2019/20

**We will be working with Croydon Health Services NHS Trust to work closer together to ensure the best possible spend for the Croydon NHS pound and free-up resources to support further quality improvements on the frontline.**

### Together for health

Plans for 2019/20 include work to improve care for people living with long-term conditions, support roll out of social prescribing to more networks and bringing the use of patient activation measure (PAM) to Croydon. The PAM is a validated, commercially licenced tool and has been extensively tested. Through a short survey, it helps to measure the spectrum of skills, knowledge and confidence in patients and captures the extent to which people feel engaged and confident in taking care of their condition. The outputs from the PAM can then give healthcare professionals a starting point to meet patients "where they are". The PAM can also be used at scale to assess whether the services/interventions are providing effective and tailored support to people's needs.

### Prescribing

Some of the initiatives the pharmacy team will focus on include:

- Continuing the implementation of the self-care guidance, including targeted campaigns for hay fever, travel health and staying well in winter
- Increasing integration between primary and secondary care and supporting closer working of all pharmacists with Croydon to promote seamless care through the use of web-based systems
- Appointing a dietician to start in June 2019 to support primary care with oral nutritional supplements

### Planned Care

The new model of care for diabetes will be mobilised during 2019/20, incorporating an enhanced primary care pre-diabetes and diabetes service, delivered at locality level by the primary care networks, and an aligned locality-based specialist service integrated with the Croydon hospital diabetes team.

The CCG will also look at aligning strategies and plans across different

long-term conditions, recognising that many people are living with more than one condition and the need to join up care. The management of long-term conditions lends itself to the locality based, integrated care approach being taken by the One Croydon Alliance – person centred ways of working with a focus on prevention, early identification, self-management to improve quality of life and reduce complications.

### Adult Mental Health

In 2019/20, the CCG will continue to work with South London and Maudsley NHS Foundation Trust (SLaM) and Primary Care to ensure service sustainability and its ability to reach the more challenging national targets. In line with national guidance, we will work with the wider Croydon health economy to target the number of people with long-term conditions who have more than one mental health issue.

### Out of Hospital

Our objectives for the next year includes embedding telemedicine in over 70 Croydon care homes and agreeing alternative care pathways using telemedicine with NHS 111 and London Ambulance Service.

A new palliative care team model will focus on identifying end of life care patients when they present at

hospital and supporting them to be in their preferred place of care.

We have also created a community falls clinics to provide early intervention for those at risk of falls and to identify underlying medical conditions to prevent recurrent falls and injuries.

We also have a new pathway to help avoid admissions for patients with infections, to reduce time in hospital for those requiring an intravenous (IV) antibiotic treatment, allowing them to receive treatment in their homes, and to switch more IV patients to oral treatments.

### Children and Young People

Transformation strategy priorities for year 2019/20 and beyond are to:

#### Physical health

- Reduce the number of children and families who spend unnecessary time in A&E and are discharged with no follow up action
- Make sure fewer children attend A&E for conditions which could have been prevented with earlier intervention or an appropriate plan in place to manage long-term conditions
- Improve immunisations coverage

### Mental health

- Ensure parents, carers, GPs and schools understand how to refer children and young people (CYP) into services using the Single Point of Access
- Improve navigation through the system's pathways to be able to get the right access at the right time in the right place including Emotional Disorders, Early Intervention in Psychosis and Eating Disorders
- Improve transitions to adulthood, new schools and to and from other services
- Strengthen engagement with CYP, their families, carers and communities to co-produce services
- Work with and support schools to ensure their pupils emotional wellbeing
- Alongside SW London, put in place new online services for secondary school pupils and provide Mental Health First Aid training for teachers.
- Implement a course for parents called Empowering Parents Empowering Communities towards the end of 2019.

### Primary Care

The focus for 2019/2020 will be to continue looking at how technology can transform ways of working and supporting general practices to work collaboratively in Primary Care Networks.



## Involving partners and involving you

**Croydon CCG is dedicated to commissioning the best possible services for the people of Croydon. Key to this is on-going effective communication and engagement with our patients, residents, the wider health and social care community, Healthwatch Croydon and other stakeholders.**

During 2018/19, our engagement activity focussed on the following areas:

- The transformation of planned care services
- The transformation of mental health services
- Engagement in our health and care place plan for 2019-2024
- Developing the One Croydon Alliance aspirations for our residents

### NHS England rating

We were delighted to receive our national assessment of our Patient and Community Engagement activities, where we were once again rated Green overall but with improved scores from "good" to "outstanding" in two areas. The assessment also recognised excellence in our Governance, Annual Reporting, Day-to-Day Practice and Equalities & Health Inequalities work.

### Grass Roots BME communities mental health engagement events

We held a series of successful engagement events aimed at

engaging black and minority ethnic (BME) communities to support our redesign of mental health services and pathways.

Hosted by Paulette Lewis, Lay Member for Patient and Public Involvement, the purpose of the engagement events was to provide an opportunity for service users, carers and Croydon residents to share their experiences and to participate in conversations that will help influence future commissioning of mental health services.

There was good representation from public bodies including Croydon Gateway - Housing, South London and the Maudsley NHS Foundation Trust psychosis and Talking Therapy teams, new grassroots organisations, Croydon's Foodbank, Music Relief, Croydon BME Forum and Off the Record. Representatives were also assigned as facilitators working jointly where possible with someone from a different sector or body, for example housing representatives alongside Mental Health or Music Relief and SLaM. Thank you to everyone who came along to share their views with us.



### Health and Care Event and Plan

The NHS, Council, voluntary sector and Healthwatch Croydon came together on Tuesday 20 November 2018 to look at what's important for health and care in Croydon, what the challenges are, and how, if different organisations work more closely together, we can make a difference.

We held an event which brought together health and care frontline staff, local people, invited through on-street recruitment, and representatives from lots of different community organisations to talk about the kinds of things which no single organisation can achieve alone – like encouraging people to have healthier lifestyles and addressing social isolation. During the event, we shared information about the services that are currently available, evidence we have about the population of Croydon and our work to date.



Discussions centred on whether we are focusing on the right areas for Croydon, and how to make sure the action we take has maximum impact for local people.

There was great energy and fresh ideas in the room. It was clear that people were passionate about health and care in our borough and wanted to support us.

We are using the ideas generated during the event as we develop our Croydon Health and Care Plan. We will use this discussion document to continue the conversation - and start talking to people about how to put ideas into action.

To support the development of our local plan, we will also be looking to the similar priorities around prevention and early intervention that have been published in the NHS long-term plan, issued recently by the Government. We will be discussing the key parts of this and how it fits with our own local plan with people in Croydon in early 2019.

The presentations, report of the event, and the discussion documents can be seen on our website:

[www.croydonccg.nhs.uk](http://www.croydonccg.nhs.uk) under Engagement Events.

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