

# Summary Annual Report 2013/2014

Longer, healthier lives for  
all the people in Croydon

## General Feedback

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

Please email us at  
[getinvolved@croydonccg.nhs.uk](mailto:getinvolved@croydonccg.nhs.uk)

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



## What we do

We are responsible for overseeing the local NHS budget of, in excess of, £400 million for hospital, community and mental health services.

Our job is to make sure it is spent on the right services to meet the health needs of people in Croydon.

## Our vision

As an organisation led by local GPs, we came together to put patients first and improve health services in Croydon.

Our aim is to improve local health services and empower patients and communities to take more responsibility for improving their health. This will help us achieve our vision of *“longer healthier lives for all the people in Croydon”*.

## Map of healthcare locations in Croydon

- Mayday Network GP practices
- Thornton Heath Network GP practices
- Woodside/Shirley Network GP practices
- East Croydon Network GP practices
- Purley Network GP practices
- New Addington/Selsdon Network GP practices

- 1 Croydon University Hospital
- 2 Edridge Road Health Centre
- 3 Purley War Memorial Hospital
- 4 Parkway Health Centre



## Introduction from Dr Antony Brzezicki

**The population of our borough is increasing. We know that people are now living longer, and often with one or more long-term medical conditions. This means that there is more demand than ever on our health services, and this demand is continuing to increase.**

We also inherited a substantial financial deficit as well as the need to improve service quality in some areas. We know that in future the fund available to spend on health services will not be able to keep pace with the rising demand.

Our plans must meet the health and financial challenges we face and improve the quality of local services for people in Croydon. To ensure that they do, we will have to continue making significant changes.

From our inception as a CCG, we commenced an ambitious programme of change. In our first year as an organisation, we have been bold in developing our plans for a sustainable health service for the future.

We are proud of our achievements. We have improved the quality of services for people in Croydon, introduced the rigorous financial control and challenging transformational plans necessary to deliver and achieve financial balance over five years.



**Dr Antony Brzezicki**  
Chair, NHS Croydon Clinical Commissioning Group



## Delivering clinically-led commissioning

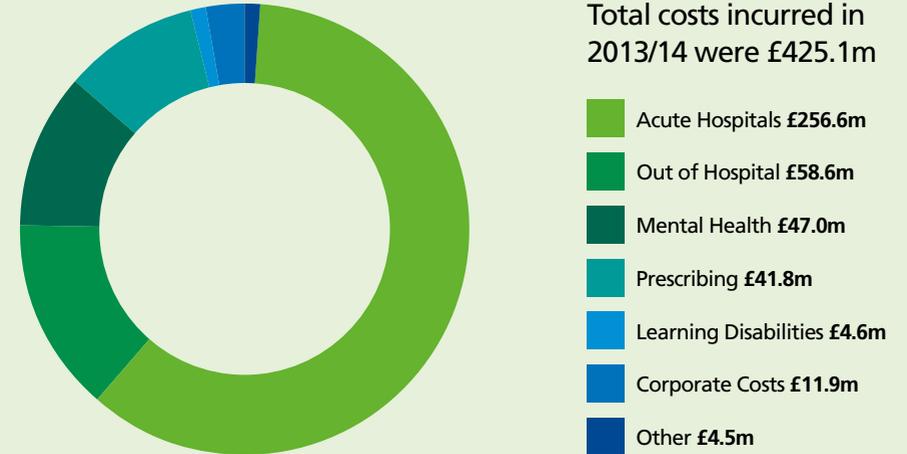
We are made up of six geographically based networks, each with a GP lead who is also supported by a network coordinator and named leads for finance, business intelligence, public health and medicines management.

Our GP networks now have significant control over their own network plans and agendas. As a result, they have taken a fuller role in reviewing new projects, particularly pathway redesign, and have also successfully conducted a number of pilots which have gone on to wider roll-out. Peer review and sharing of ideas and good practice has become much more widespread with solid information on prescribing, acute provider activity and internal practice reviews.

Our networks have been responsible for shaping localised commissioning plans. They have also been involved in delivering plans which aim to reduce the variation in primary care to improve care for the people of Croydon.

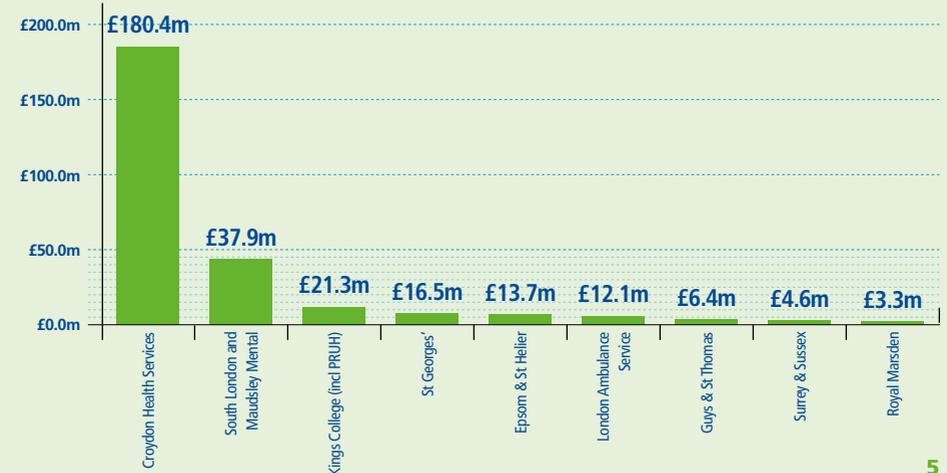


## How we spend your money



We spent £425.1m against our budget of £406.9m - resulting in an agreed deficit of £18.2m. The following graph highlights our key providers (annual contract value greater than £3m). These contracts account for 70% of the 2013/14 total expenditure.

### 2013/14 Key Providers (>£3m pa)



## Working in partnership

To achieve our vision we work alongside other health practitioners from nursing, pharmacy and secondary care and local partner organisations, such as Croydon Council, the Croydon Health and Wellbeing board and the voluntary sector.

### Health and Wellbeing Board

We work with other organisations from across Croydon as part of the Health and Wellbeing Board. The Board's focus is on improving health and wellbeing so that individuals and communities are able to live healthier lives, have better health outcomes, and have a better experience of using the health and care system.

### Public Health

We work collaboratively with the public health commissioners in Croydon Council to deliver joint priorities as set out in the health and wellbeing strategy and ensure the best health outcomes for local people.

### Better Care Fund

The Better Care Fund (BCF) has been created to ensure health and social care services in Croydon are much more integrated. The BCF is a single pooled budget supporting health and social services in Croydon to work more closely together.

### Integrated Commissioning Unit

In partnership with Croydon Council we have established an Integrated Commissioning Unit to better commission health and social care which will lead to better outcomes for people.



### South West London Collaborative Commissioning programme

The six CCGs in South West London have recognised the need to come together, to align priorities that are of common interest to all six organisations. We are all working with NHS England, who commission specialised and primary care services, to deliver a five-year strategy for the local NHS.

### Community, Voluntary and Faith Sector Organisations

We are developing relationships with Croydon's many local support groups as part of its voluntary sector strategy.

### Croydon Healthwatch

Croydon Healthwatch is the independent champion of local people working to improve health and social care services.

### Involving patients and the public

A key component of our work is ensuring that we involve patients, carers and the public in our commissioning decisions. We have established a framework for patient and public engagement that will ensure patient and community views are integral to our commissioning work.



## Some achievements from our first year

### Improving services

Croydon faces major change in the coming years. We need to make the best use of our resources which means that we must transform the way services are delivered. Here are some of the ways we are reorganising services to achieve that goal.

#### Transforming Adult Community Services (TACS)

An innovative and bold programme which helps adults over 18 years with complex health and social needs to get the care and support they need to live as independently as possible.

#### How does TACS deliver better care?

Mr and Mrs P are an elderly couple. Mr P has Parkinson's disease and Mrs P is his main carer. Mr P's condition has deteriorated suddenly recently and he has spent some time in hospital because of a fall. Mr P was referred to the Rapid Response Team and district nursing support at home commenced.

His care package was reviewed by the occupational therapist in the Rapid Response Team. The social case worker also helped support



Mrs P because she was finding it harder to care for Mr P and was under a lot of stress. Because the social worker worked proactively with the couple they were able to put in place a contingency plan so that Mr P could be cared for at home – which was what he and Mrs P wanted. The social worker will continue to be involved with their care and other services and support will be available as needed.

#### Cardiology services

We have transformed the way patients receive cardiology services in Croydon. New services for patients with heart failure, arrhythmia and chest pain have been developed where patients receive consultant-led care in community settings in locations across the borough. Patients have been involved throughout the development of the service to ensure that it is built around their needs.

- 20% of patients with heart conditions will be seen in a community setting in the first year, increasing to 40% at end of year three
- Initially, services delivered at Purley War Memorial Hospital and Edridge Road Community Centre
- Patients have been engaged and involved throughout development of the pathway and will continue to help refine and improve service over time

#### Diabetes

During 2013/14 our diabetes services underwent a major, comprehensive review which resulted in the development and implementation of a new integrated care model for diabetes.

- Most patients needing routine diabetes care are cared for by their local GP
- Croydon diabetes service is consultant-led with specialist diabetes nurses and dieticians for each GP practice
- Diabetes specialist staff proactively work with GPs to identify patients at risk of diabetes who have not been diagnosed
- Patients have been involved in the development of service from the beginning
- Services are provided at locations across the borough

## Our transformation plans

	Objective	We will
Prevention, self care and shared decision making	Improve patients' life expectancy and quality of life by helping them to look after themselves better, avoid illness where possible and, if they do become ill, to get the best care	<ul style="list-style-type: none"> <li>• Help people to feel empowered to look after themselves and their families better by making healthy lifestyle choices to prevent ill health where possible</li> <li>• Put patients at the centre of their care, helping them to better manage their conditions</li> <li>• Help patients better understand their condition and treatment options so that they and their health professional can reach a healthcare choice together</li> </ul>
Primary and Community Care	More convenience and control for patients, with primary (GP) and community services delivering more care closer to where people live	<p>Harness the local expertise of our GPs by planning our services around six area-based GP-led networks to target services where they are needed most by identifying:</p> <ul style="list-style-type: none"> <li>• areas of deprivation</li> <li>• the types of ill-health common in the area</li> <li>• people who are vulnerable, such as those with a mental health diagnosis</li> <li>• people who need additional support, such as those with a learning disability, older people and children</li> </ul>
Long term conditions	Help people maintain their independence and keep as well as possible for as long as possible	<ul style="list-style-type: none"> <li>• Educate people about their condition so they understand the triggers that make them ill and are better able to look after themselves</li> <li>• Help patients to minimise the impact of their condition on their day-to-day lives and avoid the need for emergency treatment</li> <li>• Identify people who are most in need of support from health and social care teams and ensure they get the help they need to manage their condition</li> </ul>
Urgent care	Reduce the reliance on urgent and emergency care services by improving access in Primary and Community Care and helping patients use services more appropriately	<ul style="list-style-type: none"> <li>• Work with patients so they know which services to use and when best to use them</li> <li>• Work with primary and community services, such as GP practices, pharmacies and other services, to improve access and ensure that they respond to patients' needs</li> </ul>
Making best use of medicines	Support people to get the best benefit from their medicines and cut the amount of medicine wasted each year	<ul style="list-style-type: none"> <li>• Work with our GP practices, pharmacists and nurses so they can help people understand why they have been prescribed their medicines and feel able to raise any concerns</li> <li>• Raise awareness of the best use of medicines and how to reduce waste</li> </ul>
Planned Care	The right care in the right place – high quality services, with more care delivered closer to people's homes	<ul style="list-style-type: none"> <li>• Ensure more care is planned, reducing emergencies and ensuring care is more convenient, accessible and a better use of resources</li> <li>• Transfer services which can be delivered out of hospital into community settings improving access and convenience for patients</li> </ul>
Children and young people	Support children and young people to achieve their full potential	<ul style="list-style-type: none"> <li>• Help ensure the best possible start in life for children by improving maternity services and increasing the number of midwives</li> <li>• Work through the geographical networks, so that local GPs and health workers can identify and respond to local needs ensuring access to the most appropriate care</li> </ul>

## Croydon in numbers



Map of London with Croydon highlighted

GP registered population  
**369,000**

**2nd largest**  
borough in London

Population growth  
**1% per year**

Compared to other areas, Croydon has a relatively large proportion of young people and both the numbers of very young and very old people are forecast to rise

Number of **births**  
**10%** rise in the next five years

Number of people aged over **85**  
**66%** increase by **2029**

**42%** of residents are from **Black and Minority Ethnic (BME)** communities

Over **100 languages** are spoken as a first language by patients registered with GPs in the borough

**21,500 children**  
**27%** of children in Croydon live in poverty

Life expectancy is **9.5 years** less for **men**, and **5.2 years** less for **women** in the most deprived areas of Croydon – a statistic that has not changed since 1995

## Performance and Quality Improvement

Improving the quality of services is at the heart of everything we do. The CCG consistently aims to ensure it commissions health services that are safe, that employ best clinical practice and offer information to inform patients' choice on how, when and where they receive their health care services.

We believe that by embedding performance and quality improvement in our commissioning, and engaging with the public and patients who use our commissioned services, the CCG can facilitate an honest dialogue about health, health services, and patient needs and views. The CCG seeks to embody the principles championed by the Francis Report Recommendations – putting the patient first in everything we do.

The CCG has a programme of listening and acting on patients and public feedback and will work with providers to embed these principles, to establish agreed levels of quality, and improve services.



## Get involved

Involving patients and the public in decision making is a priority for us. Getting members of the public and patients involved in this way improves the quality of healthcare services and makes sure we are focussing on the right issues.

We are always working to improve the services we commission. If you would like to get involved let us know by emailing us at [getinvolved@croydonccg.nhs.uk](mailto:getinvolved@croydonccg.nhs.uk) and we will keep you informed of opportunities to get involved.

Take a look at the get involved page on our website [www.croydonccg.nhs.uk](http://www.croydonccg.nhs.uk) for more ways to get involved including:

- Patient and Public Forum (held quarterly)
- Patient Participation Groups
- Governing Body meetings
- Plain English virtual group



## Where to access services

### GP-led minor injuries units

#### Parkway Health Centre

Parkway, Croydon CR0 0JA

Telephone **020 8251 7225**

Open **2pm-8pm, 365 days a year**

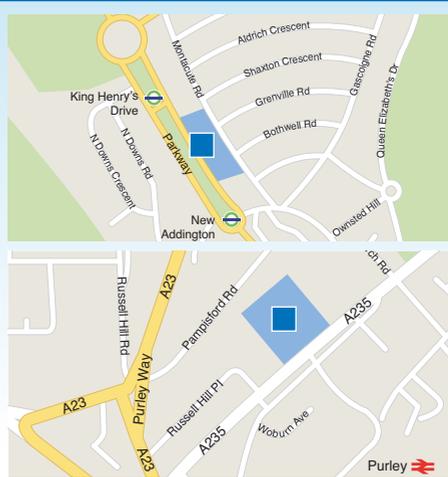
#### Purley War Memorial Hospital

856 Brighton Road, Purley CR8 2YL

Telephone **020 8401 3000**

Open **2pm-8pm, 365 days a year**

- Minor injuries
- Cuts and bruises
- Burns and strains



### GP-led health centre/walk-in

#### Edridge Road Health Centre

Edridge Road, Croydon CR9 1PJ

Telephone **020 3040 0800**

Open **8am-8pm, 365 days a year**

- Minor illnesses and infections
- Minor injuries
- Bruises and strains
- Minor cuts and burns
- Emergency contraception



### Urgent Care Centre

#### Croydon University Hospital

530 London Road, Croydon CR7 7YE

Telephone **020 8401 3000**

Open **24 hours a day, 365 days a year**

- Illnesses, infections and rashes
- Cuts and bruises
- Burns and strains
- Suspected fractures



## Get the right treatment in Croydon What's the best choice for you?

**Can you treat yourself at home?**

For minor illnesses and injuries, treat yourself with a well-stocked medicine cupboard and first aid materials.

**Do you need advice or have a minor ailment?**

Think "Pharmacy First" and visit your local pharmacy.

**Do you need advice fast but it's not an emergency?**

Call NHS 111 for expert advice about where to go for help.

**Do you need to see a doctor?**

Call your local GP practice. If you need to see your GP out of hours call NHS 111.

**Do you need urgent care without an appointment?**

Visit your nearest minor injuries unit, walk-in centre or urgent care centre

**Do you have a very serious or life threatening illness or injury?**

Call 999 or go to your local A&E department immediately.

