

# Annual Report 2015-16

**healthwatch**  
Croydon

 your  
**voice**  
can deliver  
better services 



Healthwatch  
Croydon's vision is  
of a society in which  
people's health and  
social care needs are  
heard, understood  
and met.

Achieving this  
vision in Croydon  
will mean that:

- Local people shape health and social care delivery
- Local people influence the services they receive personally
- Local people hold services to account.

# What we have achieved in 2015-16

## Healthwatch Croydon's legal functions and how we have met them

Gathering views and understanding the experiences of patients and the public:

**363 occasions**

Making people's views known and acting as a credible voice at strategic meetings:

**142 occasions**

Supporting the involvement of people in the commissioning, provision and scrutiny of services:

**177 occasions**

Recommending investigation or review of services via Healthwatch England or Care Quality Commission:

**14 occasions**

Signposting for access to services and support for making informed choices:

**30 occasions**

Making the experiences of people known to Healthwatch England and other local Healthwatches:

**18 occasions**

# What we have achieved in 2015-16



**11,508**  
health and social  
care related issues  
were detected

We were assisted by **63** volunteers   
**44** evidence based reports were compiled   
**70** outreach visits were completed 

We engaged with **1,337** residents   
about their experiences of health and social care services

We established new working partnerships with **46**   
organisations/agencies

We attended **126** health and   
social care related meetings

**2,320** new   
stakeholders were  
acquired

Our Year in Numbers





*Vanessa Hosford  
Acting Chair 2015-16*

Over the last year, the pressure on services overall has remained high. Both the health and social care sector and the voluntary sector have seen reductions in funding at a time when it is most needed in supporting people in Croydon.

We have worked hard to hear the voice of the people in Croydon. Engaging them is crucial to the success of meeting local needs and for providers to know what is and isn't working well from the perspective of those accessing services.

Transforming care remains the biggest and most

far-reaching initiative that will frame the future of health and social care services. The Croydon Clinical Commissioning Group (CCG) hopes to encourage people to manage their health better.

One of the initiatives the CCG are promoting is 'social prescribing'. Rather than simply prescribing medication, people's health and social care needs are considered and may be supported by a range of support services in the statutory and voluntary sector - a more all-round approach. As Healthwatch Croydon ask residents about all aspects of health and social care, we are in a good position to support this initiative.

Clinical commissioning is about getting the best possible health outcomes for the local population. This is achieved by assessing local needs, deciding priorities and strategies and then buying services on behalf of the population. Our role is to provide effective evidence for change based on the experiences of Croydon residents. This influences decision-making to ensure needs are met.

# Foreword

This annual report shows the work we have undertaken from Enter and Views, to research reports, public events and outreach (see pages 13 to 28). All projects has given us useful feedback to influence change at various meetings (see pages 29 to 41).

As Croydon CCG works with other local CCGs under the South West London Collaborative Commissioning Group to commission specialist and primary care services in southwest London, so we work with Healthwatches in Sutton, Wandsworth, Richmond, Merton and Kingston on areas of shared interest.

In last year's Annual Report we spoke about moving from a community interest company to a registered charity. I'm pleased to report that this was achieved at the end of March 2016. Also, during the year to April 2016 three new directors were appointed, John Davey, Gary Hickey and David Court and I continued as Acting Chair of Healthwatch Croydon. Kate Denham and Marina

Soya-Bongay left the board and we thank them for their contribution.

On behalf of the Board I would like thank our staff at Healthwatch Croydon who are a committed and hardworking team with a real interest in the aims of the organisation. I also send a warm welcome to the many new volunteers who joined plus our thanks to the loyal volunteers who have continued to support us. You are the 'face' of Healthwatch in the community and give us a real sense of what is happening where services are being provided.

Finally, a big thank you to all the Croydon residents who have given us their feedback and comments about services and we look forward to working with you all in the coming year



*Charlie Ladyman*  
*Chief Executive Officer*

This year has seen Healthwatch Croydon grow significantly. In the last 12 months, we have made major gains in understanding the experiences and needs of Croydon residents. We have turned these responses into practical, relevant and impactful research that can help the key players in Croydon health and social care sector make effective decisions.

We have had a record number of outreach occasions, meeting residents face-to-face gaining

views by touring support groups and attending community events.

We have increased our profile through a number of well-attended events. We published reports on areas of crucial importance to residents: acute mental health services; over-65 hospital discharge; child autism services and urgent care, and we have received press coverage as a result.

We have amassed over 11,000 pieces of data that inform reports to key committees and boards. We have built strong partnerships and a reputation for being independent, fair and supportive of a shared vision for better services.

None of this could have been achieved without the committed support of our enthusiastic volunteers. As a small staff team, we cannot achieve our aims without the hours they put in, so a big thanks must go to each and every one of them. You can read about their experiences of volunteering on pages 10-12. I encourage any resident to get involved.

# Introduction

I also thank all those involved in delivering health and social services in Croydon such as the NHS Trusts, Clinical Commissioning Group, Croydon Council and the rich and varied local third sector community as well as national organisations, such as Healthwatch England and the Care Quality Commission.

Our ability to work successfully together is essential. I value the relationships we have built immensely and look forward to working closely in the coming year in areas of shared interest.

While this year has been successful, we do not underestimate the challenges ahead. Croydon's health and social services are under immense pressure to deliver with tightening budgets and challenging targets, both locally and nationally.

At Healthwatch Croydon, we are looking to focus on priorities that our board feel are the areas by which we can make the most impact: carers; hospital discharge for over 65s; teenage sexual

health and access for services for asylum seekers are just some of the key areas. You can see more in our business plan overview on pages 57-58. We also will support the effective consultation of key programmes such as outcomes based commissioning for over-65s, and urgent care services.

We cannot achieve what we do without the support of the 363,000<sup>1</sup> strong Croydon community. Each and every resident has a role to play, be it in giving us views or volunteering to go out and record others' experiences.

Whatever time you can afford, we welcome your involvement, to meet our vision where 'Croydon's people's health and social care needs are heard, understood and met'.

*1 Office of National Statistics, 2011 census see [www.croydonobservatory.org](http://www.croydonobservatory.org)*



# What we have done in 2015-2016

## **Listening to people who use services**

We have spoken to thousands of Croydon residents about their experience of health and social care services, working with a committed team of volunteers, the 'lifeblood' of what we do. We have analysed experiences and produced reports and made recommendations.

See pages 13-28

## **Making people's views known and influencing decision-makers**

We represent Croydon residents' experiences at all the key committees and boards that decide the delivery of health and social care services, see how we have made an impact in improving services.

See pages 29-41

## **Giving people advice and information and supporting community decision-making**

Through training, networking events, and consultations we have supported local people in getting people involved in decision-making.

See pages 42-47

## **Building our reputation**

We have invested in staff, events and community engagement to widen our profile and increase impact.

See pages 49-56

## **Our plans in 2016-17**

See pages 57-58

## **Our plans in 2016-17**

See pages 57-58

# How our volunteers contribute

We could not have achieved what we have done this year without our volunteers. Below they explain in their own words what they have gained through being involved with Healthwatch Croydon.

**“Healthwatch Croydon really works with their volunteers, really empowers them and really values them.”**

*Nicky Selwyn*



See her talk more about volunteering for Healthwatch Croydon at <https://youtu.be/-AjZLT9UEoE>

**“We have been following in the footsteps of Florence Nightingale, who was a nurse and health statistician. It was the power of numbers to prove a case that earned her most respect and hopefully it will us. On Friday mornings we read your comments at the Patient Experience Panel. These are summed up against the part of the NHS that is providing the service and will give us the picture as to how users feel about the service. We all enjoy doing this.”**

*Michael Hembest*

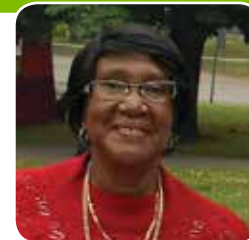


# How our volunteers contribute

“Volunteering with Healthwatch Croydon has been the most rewarding experience and time I have had. From volunteering at the Patient Experience Panel, to collecting data on stroke services users, no matter what skills or time you have, these will be highly valued - there will always be someone out there that needs what you have to give. Thus, I can say with great certainty and absolute honesty, that volunteering with Healthwatch Croydon has made a positive difference to health and social care around Croydon.”

*Diva Shah*

“I play an important part in Healthwatch Croydon as I am involved in Enter and View visits where my recorded observations of patients contribute to the overall published report. Healthwatch provides training refresher courses to support me in my work. I also represent Healthwatch on PLACE (placement-led assessment of the care environment) in Croydon University Hospital. Visits also include pharmacies, dentists, GP surgeries and residential homes. Healthwatch has empowered me in many ways: they trust, value and believe in me, and this gives me the confidence to carry out my role to the best of my abilities. I am very passionate about improving services for Croydon people.”



*Elsie Sutherland*

# How our volunteers contribute

Volunteers this year have included five public health students from University Centre Croydon (UCC), who have each completed a broad programme of activity from to aide their studies

“After my placement has ended I would like to stay on as I feel Healthwatch Croydon has helped me grow and learn more about health and social care services.”

*Ellie Grover-Baker*



# Listening to people who use services



# Listening to people who use services

One of our key functions is to ‘gather views and understand the experiences of patients and the public through systematic engagement, analysis of information and use of Enter and View powers.’

This section looks at the work we have done in finding out what Croydon residents think about key issues and turning those experiences into relevant research that can influence change.

Mental Health Inpatient Survey	page 15
Croydon University Hospital Over-65s Discharge	page 18
Child Autism Services in Croydon	page 21
Urgent Care and Emergency Services Report	page 24
Enter and Views of health and social care providers	page 26

## What was the issue?

In February 2014, Mind in Croydon undertook a survey of the views of people using mental health day services in Croydon. The report from this survey Somewhere to Go, Something to Do made four recommendations. One of those recommendations was that Commissioners should work with local NHS trusts, service users, carers and local voluntary sector agencies to ensure that robust data is collected about why people are being admitted to mental health in-patient beds from the service users' perspective.



## What did we research?

Between December 2014 and June 2015, we commissioned Mind in Croydon to conduct an anonymous patient survey to obtain the views of mental health service users and the reasons why they believed they had been admitted to hospital under the Mental Health Act (MHA) 1983. The target group comprised of Croydon residents detained under the MHA at in-patient services at the Bethlem Royal Hospital, South London and Maudsley NHS Foundation Trust (SLaM).

## What did we find?

Issues included: self-care advice over medication and treatment; not being listened to; and not being given effective personal support over relationships. Added to this was a heavy-handed use of legal measures and an inconsistent development and application of care plans - see infographic below.

# Mental Health Inpatients Survey



One in six were not aware of their reason for their admittance to hospital

&

12% believe that their admission was related to drug or alcohol usage.



Issues relating to the mental health contributed to hospital admission according to 64%



65%

related to medication



33%

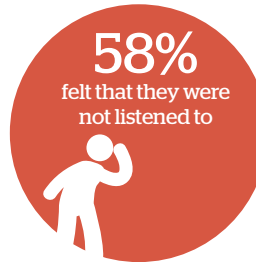
related to treatment



28%

related to access

## Mental Health Inpatients Survey



58% felt that they were not listened to

48% of participants identified that legal issues contributed to their hospital admission, with 69% related to the police and 52% to the application of the Mental Health Act.



70% unaware of recovery plan



30%

aware of recovery plan with only 8% of those aware that plan had been consulted



59% of those surveyed said issues in managing personal relationships contributed to their hospital admission and that support in these personal problems could have helped them overcome these issues and avoid a hospital stay.



## What did we recommend?

With the pressure on mental health service providers to be effective, our research shows we need to take a wider and more holistic approach to delivering mental health services in the community rather than leaving the acute hospitals to manage patients as a last resort.

A range of joined-up support services can take the pressure off wards and save resources, but more importantly, deliver a better service for those who need it the most.



## What has been the impact?

This report contributed to the Care Quality Commission's inspection of SLAM services which raised the same issues about the experiences of patients on acute wards, and the lack of involvement of care planning. SLAM have created new goals in line with our recommendations.

This report also has also provided evidence to support SLAM and CCG strategies in commissioning, provision and scrutiny, particularly in community services.

The CCG funded a Mind pilot project called The Hub and Healthwatch Croydon report provided an evidence-base to support that project which has had a beneficial impact for users.

Read the report at:

[www.healthwatchcroydon.co.uk/impact](http://www.healthwatchcroydon.co.uk/impact)

# Croydon University Hospital Discharge for over-65s

## What was the issue?

Healthwatch Croydon commissioned Age UK Croydon (AUKC) to undertake a limited piece of research at Croydon University Hospital (CUH) to examine hospital discharges for over-65s and highlight any reasons for instances of delayed discharges.



## What did we research?

The report was conducted with 100 patients aged 65 and over, and 68 carers/families of patient, between June and November 2015. The research took the form of a questionnaire with a set of questions/methodology that was agreed by key parties. Participating patients had to have been admitted to CUH within six months of completing the questionnaire.

## What did we find?

While one in five patients were delayed (20%) it was only for an hour, usually waiting for medication, transport or equipment, most patients were more concerned about a lack of knowledge about the whole process, lack of time to discuss issues with doctors, and lack of communications between pharmacy, GP and social care services (see infographic below)/

## What did we recommend?

Clearer, more accessible information about the discharge process for patients, carers and families. Better written records of who has spoken to the patient and a summary of what was discussed to reduce confusion

# Croydon University Hospital Discharge for over-65s



20% of discharges were delayed

due to

equipment



medication



transport



but

82% waited less than an



## Issues causing concern for patients



lack of communications between pharmacy, GP and social care services



lack of time to discuss issues with doctors



lack of knowledge about the whole process



1 in 4 (23%) felt that they needed better communication



23% of patients felt their needs were not met



23% of carers and families felt their views were not considered



35% of carers said that they had not been informed at all stages



## Croydon University Hospital Discharge for over-65s

# Croydon University Hospital Discharge for over-65s

Designated contact time for carers with doctors and ward staff when carers can ask questions. A seamless service between the ward and pharmacy for patients to prevent delays at point of discharge. A checklist process required on each patient's note, so staff could then see if there are any outstanding issues before discharge. Discharge summaries sent to GPs within 24 hours so GPs can be aware of patients and know that a patient has been in hospital or if medication has been changed.

## Public meeting findings

Clear, easy to understand information is needed and has to be distributed effectively. The lack of some simple effective processes as mentioned above was contributing to the communications gap felt by the patients. Communication between patients and staff could be improved by the use of discharge advocates, which are currently being trialled at Croydon University Hospital. They can provide that crucial link between patients and their families and carers, with the hospital

staff, GPs and social care services, and ensure a smoother experience.



## What has been the impact?

Croydon Health Services NHS Trust has taken our recommendations on board. Michael Hayward, Deputy Director of Nursing, said it was a useful report. Changes have already taken place including discharge advocates and better communication processes.

Download the report and public meeting reports:  
[www.healthwatchcroydon.co.uk/impact](http://www.healthwatchcroydon.co.uk/impact)

## What was the issue?

Healthwatch Croydon, received feedback from residents to suggest that children's mental health services are not meeting their needs. They pointing to 'substantially better services' offered in comparative boroughs such as Lewisham and Bromley. Children can expect to wait 18 months to access the autism services they are entitled to. As you can imagine, waits of such length can have a detrimental impact on the child's development, with consequences for family, carers and, indeed, society as a whole.

## What did we research?

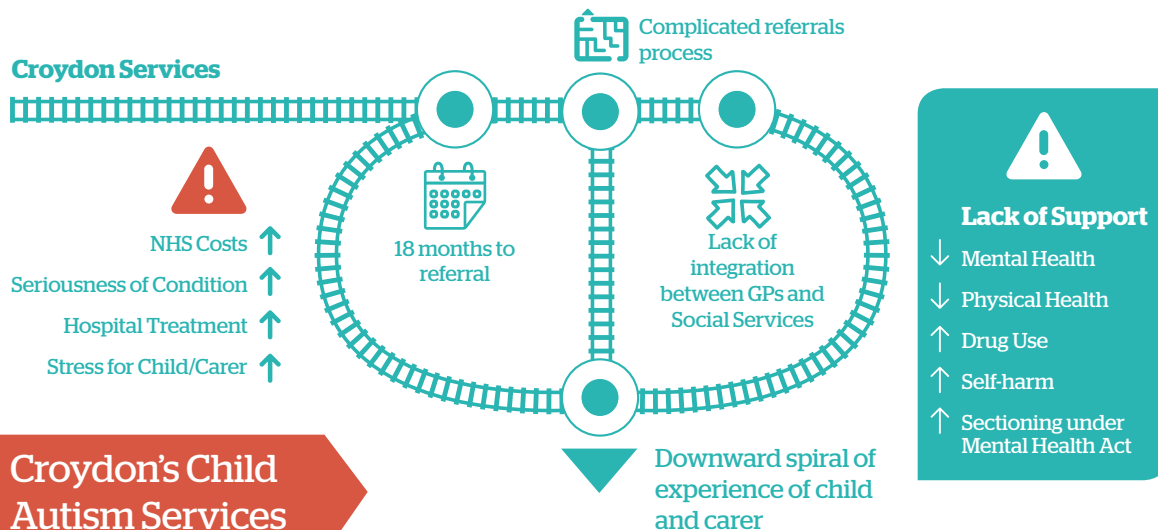
To find out more, we conducted a series of 'listening events' in the autumn of 2015 to gauge the issues and, in doing so, offer suggestions for improvement. Engaging with community groups Inaspectrum, Parents in Partnership and the Burgess Autistic Trust, we recorded both casual feedback and more detailed case studies,

and although we encouraged both positive and negative views, the shortcomings of the system were laid bare, with only glimmers of positivity forthcoming.

## What did we find?

Long waiting times of up to 18 months to get a referral from doctors, much longer than similar services being provided in neighbouring Lewisham, Bromley and Surrey. Once referred, parents have had to fight to get their child's condition recognised, particularly at schools. These delays in access cost the NHS more, as for some, conditions became more serious, and circumstances deteriorate sometimes leading to hospital treatment and unnecessary stress for child and carer, see infographic below.

# Croydon's Child Autism Services



## What did we recommend?

Experiences at different GP practices vary considerably so GPs may benefit from autism refresher courses. Families say that there is a lack of information on the diagnosis process, so better, up-to-date and relevant information is needed. Many families are confused about services and support options, and would like much more information, particularly on which services exist and how to gain access.

Lack of trust is a big issue so constructive dialogue between is needed to offer reassurance. A one-stop-shop for information, in accessible formats and widely publicised, would provide clarity. Telephone access in particular needs to be improved, with the ability to leave messages, should staff not be immediately available, ensuring families have support.

Download the report and public meeting report:  
[www.healthwatchcroydon.co.uk/impact](http://www.healthwatchcroydon.co.uk/impact)

## Public meeting

Our March 2016 event heard further experiences and suggestions from parents, carers, teachers, and support workers. Cllr Andrew Rendle, Croydon's Autism Champion, spoke and thanked Healthwatch Croydon for the report and opportunity to discuss ideas for better services emphasising the need to be creative in seeking improvements. A further report was published.

## What has been the impact?

The issue of Croydon's autism services for children is being taken up by the Health and Wellbeing Board and the Clinical Commissioning Group (CCG) The CCG's planned redesign of the service particularly with 20% increased funding for Children and Adolescent Mental Health Services and a commitment to reduce waiting lists has been a good starting point. This report will continue to influence decision-making in the coming year.

# Urgent Care and Emergency Services

## What was the issue?

Croydon Clinical Commissioning Group (CCG) announced a reorganisation of urgent care services for the borough. Healthwatch Croydon wanted to gain residents' views on the plans so as to inform the CCG in their decision-making.

Croydon had some of the worst performance statistics for the London Ambulance Service, from July to September 2015<sup>2</sup>, and so Healthwatch Croydon also wanted to gain views on which services are used and why. Trust and confidence in the service as well as accessibility, were key issues.

We undertook outreach at Purley Hospitals Urgent Care Unit on a number of occasions and organised a public meeting, and published a report on the issues and recommendations to fit in with the CCG's decision on the final three options.

## What did we research?

At a public meeting on 23 November, we gained views of residents on urgent care services such as the minor injury units, NHS 111 helpline, GP out of hours and ambulance services, based on a collection and analysis of Healthwatch

## What did we find and recommend?

Equal access to urgent care services was a key concern both distance from the facility and more appropriate opening hours. Better data needs to be produced on how and when these services are used and the final impact for the user, who may use more than one service on a particular occasion, ensuring that demand is met more effectively.

2 [www.londonambulance.nhs.uk/about\\_us/how\\_we\\_are\\_doing/meeting\\_our\\_targets/latest\\_response\\_times.aspx](http://www.londonambulance.nhs.uk/about_us/how_we_are_doing/meeting_our_targets/latest_response_times.aspx)



Applying this data would also mean that resources should be better allocated across all alternative services to calling an ambulance. This will build trust and confidence by the patient that all services can deliver as well as going to accident and emergency (A&E).

Supporting this, effective training is needed across all services with a focus on specialist nurses rather than doctors in urgent care centres.

Clear and easy-to-understand information and promotion of each service is essential to build confidence in these services to encourage those to be chosen over A&E and ambulance services. A strong and simple promotion campaign showing how particular medical issues can be managed and the ease of process to use relevant services for that issue is essential.

## What has been the impact?

The event and report raised awareness of the proposed changes to urgent care services and what residents felt about the changes. The CCG has designed further consultation workshops on similar lines to Healthwatch Croydon. This has supported patient participation initiatives across the borough, and three representatives have attended meetings on the procurement of new urgent care services ensuring the residents' voice is heard, see page 49.

Read the public meeting report at [www.healthwatchcroydon.co.uk/impact](http://www.healthwatchcroydon.co.uk/impact)



# Enter and Views

## What are Enter and Views?

The Health and Social Care Act allows Healthwatch Croydon representatives to observe service delivery and to talk to service users, their relatives and carers on premises such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies.

## How do you choose who to visit?

The visits can happen if people tell us there is a problem with a service, but equally, they can take place when services have a good reputation - so we can learn about shared examples of what they do well from the perspective of the people who experience the service first hand.

## What do we do?

The Enter and View projects work to help local people get the best out of their local health and social care services. We also make

recommendations on improving the quality and standard of services.

Healthwatch Croydon representatives observe service delivery and to talk to service users, their relatives, carers and staff on premises such as hospitals, residential homes, GP practices. We can learn about what works and share these examples.



## Where have you visited?

### **Healthwatch Croydon completed the Enter and View reports at the following locations:**

Amberley Lodge Nursing Home • Brigstock and South Norwood GP Partnership • Clarendon Nursing Home • Croham Place Care Home • Croydon University Hospital Physiotherapy department • Croydon University Hospital Orthotics department • Foxley Lodge Care Home • Hall Grange Care Home • Heatherwood Nursing Home • Holly Bank • Portland Medical Centre • Sunrise Senior Living of Purley • Thackeray House Care Home • Wells Place Care Home.

See [www.healthwatchcroydon.co.uk/enter-and-view-reports](http://www.healthwatchcroydon.co.uk/enter-and-view-reports) to view reports.

## Impact case studies

**Croydon University Hospital Physiotherapy department** had problems with outpatients getting through to the Administration Hub. Due in part to the phone and IT system slowing down the staff in dealing with referrals and phone calls from patients. There was no call waiting or voice mail, meaning a minimum of three members of staff was required to cover the phone line.

**Recommendations and impact:** Healthwatch Croydon looked for ways to reduce the number of outpatients complaining about trying to contact the Administration Hub regarding their appointments. Due to the limited resources of the department, the manager was having to decide on whether to recruit a clinician or recruit part-time staff to cover the demand of the Administration Hub. The department is reviewing options that combine currently separate areas to utilise resource and budgets.

**Croydon University Orthotics department** had a high number of people who could not book appointments. Feedback from administration staff is that they spend the majority of their time ordering items and dealing with deliveries for other departments which are then stored in their stock cupboard awaiting collection. This takes time away from the core functions of their job role puts additional stress on staff affecting delivery of service with public.

Staff said that the water within the treatment room was scalding hot which is a health and safety issue and could potentially burn a patient or a member of staff.

**Recommendations and impact:** Healthwatch recommended reviewing order processes and space. A subsequent materials management review ensured only a minimum stock level of core items; that there is now an appointment only service for orthotics; that other departments now order and store their own stocks, all of which reduce administration for

staff to focus on meeting patient's needs. We raised issue to get the hot water tap repaired and the works department have resolved this. Our report contributed to an NHS England review of orthotic services which influenced change.

**Clarendon Nursing Home:** There were no diabetic meal options available and diabetic residents were provided with similar meals but offered a smaller portion of potatoes and rice. Also from observation after the lunch period, one member of staff was looking after 10 residents in the downstairs lounge area.

**Recommendations and impact:** Healthwatch recommended that the nursing home implement diabetic meal options for residents, and provided training for the head chef and catering department. It also recommended that two members of staff or one member of staff and a volunteer are in the lounge area to look after residents after lunch. The provider made immediate arrangements for care staff to increase support for them.

# Make people's views known and influencing decision makers



# Making views known and influencing decisions

Another of our key functions is to 'make peoples' views known through effective communication and acting as a credible voice at strategic and social care meetings'.

This section profiles the various meetings and organisations we have attended representing the views of Croydon residents.

Health and Wellbeing Board	page 31
Croydon Council Health, Social Care and Housing Scrutiny Sub-committee	page 33
Clinical Commissioning Group Governing Body	page 35
Croydon Health Services NHS Trust	page 37
South London and Maudsley NHS Foundation Trust	page 38
Croydon Adult Safeguarding Board	page 39
NHS England Quality Surveillance	page 40
Care Quality Commission and Healthwatch England	page 41

## What is the board?

The Health and Wellbeing Board (HWBB) brings together local health and social service commissioners (buyers) and providers as well as community organisations. Their role is to understand the health and wellbeing needs of Croydon's residents through the joint strategic needs assessment (JSNA) and preparing a joint health and wellbeing strategy. Find out more at <https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabmenu.pl?cmte=WEL>

## Why does Healthwatch get involved?

Healthwatch Croydon has, by law, a seat the Health and Wellbeing Board with voting powers and this enables us to ensure that the needs and views of patients and the public are always brought to the forefront of the commissioning, provision and management of local health and social care services. Working with the Chair, Cllr Maggie Mansell, and Executive Director-People

Paul Greenhalgh, we have established a strong presence, input and dialogue at the quarterly Health and Wellbeing Board (HWBB) meetings. As a matter of routine there is a regular Healthwatch update on the agenda.

## What impact have we had?

Healthwatch Croydon has used this opportunity to present and share the patient experience from the observations at the patient transport lounge. The findings have been used to inform the Croydon Health Services NHS Trust proposal for improving the patient and experience in access to hospital transport.

In November 2015, Healthwatch Croydon held a public meeting to inform our members and the wider public about the re-design of urgent care services. This gave them a direct opportunity to hear from, question and challenge health and social care leaders.

# Health and Wellbeing Board

Based on the evidence gathered, Healthwatch Croydon submitted its response to the Children's and Adolescent Mental Health Services Local Transformation Plan in October 2015.

This provision relates to autism spectrum disorders; the Croydon Drop-in service in mainstream schools; mental health support by the charity sector; and alternative education for 2 to 5 years old with communication difficulties.

Healthwatch Croydon contributed to this discussion particularly in respect to autism services, based on the recommendations of the report, see pages 21. It looks forward to advising further on this issue in the coming year.

**"It is really important to have the patient voice expressed on the Health and Wellbeing Board. It is a partnership board and Healthwatch Croydon is an important partner and has contributed to all discussions and decisions are the better for their contribution"**

***Cllr Maggie Mansell,  
Chair of Croydon's Health and  
Wellbeing Board***



# Health, Social Care and Housing Scrutiny Sub-committee

## What is the committee?

Scrutiny committees listen to local people and make recommendations to Croydon Council on future policies. Croydon has a main overview committee, and three sub-committees that carry out scrutiny work. One of these is the Health, Social Care and Housing Scrutiny Sub-committee which looks at health, adult social care, mental health and housing. Scrutiny is not confined to what the council does but considers all services. Find out more about the Scrutiny committee at [www.croydon.gov.uk/democracy/dande/scrutiny](http://www.croydon.gov.uk/democracy/dande/scrutiny)

## Why do we get involved?

We are a co-opted member of this committee, invited by elected representatives as the official patient champion to inform Croydon councillors on the issues and concerns of patients and service users. Healthwatch Croydon has the power to scrutinise consultation efforts and ensures that the engagement with the community is of value. The committee is empowered to question

decision-makers of health, care and housing; hold them accountable for their decisions.

## What impact have we had?

**London Ambulance Service: (LAS)** We highlighted Category A (life-threatening emergency) response time figures and that Croydon had the worst figures for South London - consistently at around 17% below target. This topic has featured as an agenda items at subsequent meetings.

**Urgent Care:** The new urgent care centre model will require people to be registered with a local GP in order to access the service - Healthwatch Croydon sought a commitment that this will not impact on homeless people and it was confirmed that the homeless will be treated - it is important to have such a publicly-stated commitment.

# Health, Social Care and Housing Scrutiny Sub-committee

**Specialist nurses:** We pointed out the lack of specialist Multiple Sclerosis and Sickle Cell nurses. The CCG was not aware of this staffing shortage so we pointed out an unaddressed gap in services. Cabinet Member for Families, Health and Social Care, Cllr Louisa Woodley said that she would work with the CCG to look into the shortage. Healthwatch continues to monitor progress.

## What are our plans?

We will continue react to issues discussed and do our best to contribute to discussion applying the analysis of residents' experiences.

**CROYDON**  
[www.croydon.gov.uk](http://www.croydon.gov.uk)

**“Darren Morgan (Healthwatch Croydon’s Community Analyst) has been a valuable member of our committee, able to provide a patient centred focus and bringing his expertise to the fore in questioning Councillors, Council Officers and Healthcare Commissioners and Providers. We welcome having a representative from Healthwatch to assist with fulfilling our statutory duty of holding health and social care providers to account.”**

*Cllr Carole Bonner,  
Chair, Health, Social Care  
and Housing Scrutiny Sub-  
committee*

## Who are they?

The Croydon Clinical Commissioning Group (CCG) funds the health service providers for Croydon residents. The CCG Board ommissions hospital and community healthcare from Croydon Health Services NHS Trust, mental health services from the South London and Maudsley NHS Foundation Trust and services from other providers. NHS England commissions local primary care (including GPs, dentists, and pharmacies) and some specialised services.

Find out more about this body: [www.croydonccg.nhs.uk/about-us/Governing%20body/Pages/default.asp](http://www.croydonccg.nhs.uk/about-us/Governing%20body/Pages/default.asp)

## Why do we get involved?

The CCG are one of the key decision-makers of health services. We have a co-opted seat for the public part of the CCG Governing Body which meets monthly, so we can ask questions and raise issues based on the experiences of our residents, to inform decision making.

## What impact have we had?

We raised issues about: adult mental health services both acute and community, the re-procurement of urgent care services in Croydon; the delivery of London Ambulance Services in Croydon; Discharge for over-65s from Croydon University Hospital, and child autism services for Croydon. We have built good relationships with commissioners to enable us to carry out our Check, Challenge, and Champion activities. We have built on our relationship with the CCG in Croydon, including with senior strategic leaders and between our outreach and the engagement lead within the CCG.

On child autism services, the CCG responded to many of our recommendations including: confirming a single path of access to services; better care services through GPs, additional funding and staffing for services; supplementary services and online access to information.

# Croydon Clinical Commissioning Group (CCG)

## What are our plans?

We will continue to work with commissioners and specialists to address issues and concerns that come from our research, with a particular focus on adult mental health, child and young people services, outcome-based commissioning of over-65s services.



**Croydon Clinical Commissioning Group**

*Dr Anthony Brzezicki,  
Clinical Chair, Croydon  
Clinical Commissioning  
Group*

“Healthwatch Croydon work closely with us as a ‘critical friend’. Their continued support at our Governing Body meetings help provide context for our decision-making processes and they always challenge us to maintain our focus on the health needs of the people of Croydon. In particular this year, they gave us valued advice on engagement and facilitated some groups around locality-specific and issue-specific queries during our recent review to help improve urgent care services across the borough. Healthwatch offer a rich and insightful source of qualitative patient experience data which has helped to inform and focus our ongoing patient and public involvement approach. We look forward to building a robust feedback loop which will inform our programmes and provide assurance to Healthwatch that we are acting on local health issues.”

## Who are they?

Croydon Health Services provide hospital and community services from a number of community and specialist clinics throughout Croydon, more details at [www.croydonhealthservices.nhs.uk](http://www.croydonhealthservices.nhs.uk)

## How have we worked with them?

HWC organised two Enter and Views to their Physiotherapy and Orthotics departments and received positive feedback from care providers for the recommendations we suggested. See p30. We also raised issues of communication and process concerning hospital discharge for over-65s which was taken on board by the Deputy Director of Nursing, Michael Hayward, when he attended the public meeting in February, see page 21. It was also referred to in the Trust's Quality Account Audit 2015-16. We provided information to the CQC prior to their inspection, we attended the CQC CHS stakeholder event with the CCG and Croydon Council and promoted the listening event

to the public prior to the CQC visit. We provided consultations on equality, diversity and carers support policies and public representatives for issues such as Whose Shoes, hospital discharge, PLACE assessments and food-tasting. We ran regular outreach both at Croydon University and Purley hospitals supported by volunteers.

**"The Trust has been very pleased to work closely with Healthwatch Croydon over the last 12 months, helping to facilitate their work and continue to help improve our care. Healthwatch have undertaken some valuable projects over the last year and we look forward to continuing to work with them over the coming year."**

***Michael Bell, Chairman, Croydon Health Services NHS Trust***

# South London and Maudsley NHS Foundation Trust

## Who are they?

South London and Maudsley NHS Foundation Trust (SLaM) provides mental health and substance misuse services to people from Croydon, Lambeth, Southwark and Lewisham. Visit [www.slam.nhs.uk](http://www.slam.nhs.uk) for more information.

Mental health is a significant issue highlighted in Croydon Council's Public Health Annual Report, as it affects a higher than average number of people than other boroughs. This is a priority area for Healthwatch Croydon to examine.

## How have we worked with them?

We produced a report on the experiences of inpatients at Bethlem Royal Hospital, with recommendations, see page 15. We provided information to the Care Quality Commission (CQC) prior to their visit and attended their stakeholder event. We promoted the listening event to the public prior to the CQC visit. We provided

information to the Croydon CCG's mental health strategy that covers SLaM and patient and public engagement (PPE) on the Children and Adolescent Mental Health Services and Transformation Care.

**“Working in partnership with Healthwatch Croydon gives us valuable feedback, which is an important part of our strategy to improve the lives of the people who use our services. Our work to improve patient experience benefits from the knowledge and input of Healthwatch Croydon, our joint working has been constructive and helpful, and we value the opportunity to continue collaborative working in the year ahead.”**

***Kay Harwood, Head of Planning, Involvement and Equality, South London and Maudsley NHS Foundation Trust***

## Who are they?

The Safeguarding Adults Board makes strategy decisions in response to national and local policy developments, suggestions and any problem issues that arise concerning safety of patients in any care facility. It scopes work plans for its sub groups, endorses work carried out by them, and oversees the implementation of decisions. See [www.croydon.gov.uk/healthsocial/sva/svaboardgp/svaboard](http://www.croydon.gov.uk/healthsocial/sva/svaboardgp/svaboard) for more information.

## How do we work with them?

Healthwatch Croydon is a member, with Vanessa Hosford attending, and supports the Board with the soft local intelligence from Croydon residents before they escalate into safeguarding issues. Our role is to support adult safeguarding; assessment and eligibility with the Care Act 2014 ([www.nhs.uk/Conditions/social-care-and-support-guide/Pages/carers-rights-care-act-2014.aspx](http://www.nhs.uk/Conditions/social-care-and-support-guide/Pages/carers-rights-care-act-2014.aspx)) and the Mental Capacity Act (MCA) (see [www.nhs.uk/](http://www.nhs.uk/)

[Conditions/social-care-and-support-guide/Pages/mental-capacity.aspx](http://www.nhs.uk/Conditions/social-care-and-support-guide/Pages/mental-capacity.aspx)); information and advice; and integration, cooperation and partnerships. They also offer training to our volunteers to increase awareness of issues when they view wards and care homes.

**“Croydon Council Adult Social Care has partnered with Healthwatch in order to share knowledge and experiences. This has resulted in reciprocal training sessions and presentations.**

**Healthwatch Croydon Enter and View visits have played a role in helping the Council quality assure services provided to adults with care and support needs. This helps prevent safeguarding cases in the future in my opinion.”**

*Sean Oliver, Safeguarding Coordinator - Adult Social Care, Croydon Council*

## Who are they and why do we get involved?

Healthwatch Croydon meets other south-west London regulators and commissioners of secondary care every month with NHS England. The organisations seek to promote common values, based on those in the NHS Constitution, and looking at ways to improve services.

The overarching approach of this group is set by the following: openness and honesty; transparency; understanding of respective statutory (legal) roles, duties and powers, recognising the need to work together as well as individually; engagement on issues of mutual interest and importance, including joint learning and development; early and proactive information sharing at a local, regional and national level; trust: providing and being open to challenge; and ambitious for public patient involvement in the quality monitoring, and re-design, of healthcare services.

“Charlie Ladyman, Healthwatch Croydon Chief Executive, is a core member of the South London Quality Surveillance Group which meets to discuss national and local issues in relation to care providers in the area. She has contributed to discussions on national and local issues on the agenda, but also raises issues of concern from Healthwatch activities and alerts the group to key publications. Input and insight from Healthwatch forms a valuable role in the sharing of information between colleagues including regulators, commissioners and other professionals.”

*Yvonne Franks, Head of Quality South London, Regional lead for Patient Experience and Patient and Public Voice NHS England (London Region)*



# Care Quality Commission and Healthwatch England

Healthwatch Croydon has supported the work of Healthwatch England and allowed local activity to complement and support local Care Quality Commission (CQC) monitoring, inspection and regulatory activity. We have met both organisations' key performance indicators and have developed strong working relationships.

In the last year, the CQC visited Croydon Health Services NHS Trust, which runs Croydon University Hospital and community health services, as well as the South London and Maudsley NHS Foundation Trust, which provides mental health services. Healthwatch Croydon provided reports of service provision to support the assessment of services, as well as attending Quality Summits once the reports had been published. The views of the SLaM CQC report concerning care of adult inpatients raised the same issues as the Healthwatch Croydon survey, see page 15.

Healthwatch Croydon has also processed over 3,500 items of feedback about local GP services.

This intelligence is shared with the CQC in a 'league table' format, which shows how GP practices perform in relation to their peers.

Our reports highlight the overall service, but also examine in detail appointment booking, waiting times, quality of treatment, staff attitude, administration and communication.

This information is very useful to us, but also to the regulator, who are utilising it to help inform their inspection regime. This means that information from Healthwatch Croydon does make all the difference.

# **Giving people advice and information and supporting community decision-making**



# Advice, information and supporting decision-making

Two of our functions are ‘signposting for access to services and support for making informed choices to give advice and information about health and services’ and to ‘promote and support the involvement of people in the commissioning and provision of local care services and how they are scrutinised.’

This section looks at the work we have done in relation to these functions.

Signposting: information and advice      page 44

Empowering the community      page 45

Supporting public engagement      page 46

# Signposting: information and advice

Croydon is a diverse borough and has a well-developed third sector of charities and community organisations all of whom provide signposting to services.

Healthwatch Croydon has built strong relationships with these providers and shared information on our website and through social media such as Twitter

The CarePlace Governance and Partnership Board, which is developing a dedicated database and resource for signposting care services in the borough has representation from Healthwatch Croydon, see more at [www.careplace.org.uk](http://www.careplace.org.uk)



Healthwatch has also recorded 30 occasions where we have helped residents find the services they need. Here is an example of how we help:

A resident contacted us about his mum, who suffers from multiple long-term conditions (including dementia), and had not registered with a GP as she found it a 'daunting prospect'. After taking mum's postcode, we consulted our database and were able to offer advice on which practices were in her catchment area, at what times of day they accept registrations, and which documents they were likely to need.

The following week, the resident called to thank us as mum got registered without difficulty, knowing where to go and what to bring. He says the receptionist complimented them on 'being so prepared'.

In the last 12 months, Healthwatch Croydon has empowered the community to get involved in local decision-making in many ways.

## **Care Quality Commission and Enter and View Event**

The impact of Enter and View visits on the work of the Care Quality Commission (CQC) was the subject of an event for Healthwatch volunteers from Croydon, Bromley, Lambeth, Richmond and Southwark, hosted by Healthwatch Croydon. Karen Keane, a Care Quality Commission Inspector, discussed the processes of the CQC and how the work that each Healthwatch undertakes of visiting GP surgeries, hospital wards, or residential and care homes, supports the CQC when they are undertaking inspections, as they recently did at Croydon NHS Health Services NHS Trust, which runs Croydon University Hospital. Volunteers said they found the event informative and helpful.

## **Enter and View Training**

Enter and Views are a core part of our work (see page 26), so a number of Enter and View training sessions were organised throughout the year, enhancing Croydon-based volunteers, new skills on recording, reporting and safeguarding.

## **Patient Experience Panel and the Healthwatch Croydon Forum**

The Patient Experience Panel meets every Friday for two hours to scrutinise issues, apply clinical coding, identify serious concerns, monitors equality and diversity, and discover leading health and social care related trends.

The Healthwatch Croydon Forum, which meets every three months, advises both the board and staff on key health and social care issues happening in Croydon, so we can respond to concerns.

# Supporting public engagement

Healthwatch Croydon ensures there is community ownership in commissioning and quality assurance. We let residents know there are opportunities to attend public meetings to hold commissioners and providers to account, or to let them ask questions about their jobs and the needs of the borough.

## Urgent care reorganisation

In December 2015, the conclusions of a two-year review of urgent care services, were announced by Croydon Clinical Commissioning Group (CCG). We held a public meeting and produced a report (see page 24), which was timed with the decision on three final options, which raised key issues that the CCG would need to consider.

We have engaged local people in the scrutiny of the plans to deliver new urgent care. The team and volunteers support the CCG with patient feedback on urgent care services, Three Healthwatch Croydon volunteers are involved in the scrutiny of the CCG's procurement (buying)

process. The CCG has provided training to these volunteers to ensure they have an understanding of the process. The procurement process is well under way. The urgent care services tender result is due in July 2016 and Healthwatch Croydon is part of the scrutiny process.

Healthwatch Croydon has advised the CCG on how they can effectively engage with Croydon resident and listen to their views to deliver services to meet resident's needs.

We supported Croydon residents' in making their views known on the final choice of proposals encouraging them to respond to the engagement events and surveys.

View more about the planned changes at [www.croydonccg.nhs.uk/get-involved/uc/Pages/urgent%20care.aspx](http://www.croydonccg.nhs.uk/get-involved/uc/Pages/urgent%20care.aspx)

## Outcomes-based commissioning for over-65s

This aims to transform the way services for older people are bought, focusing on people getting a positive outcome for their health and social care when they are still relatively fit, and so reducing the pressure on elderly care services in years to come.

By delivering better personal experiences for people using the services, it is hoped that residents will focus on staying healthy, be able to stay in their own homes, and be treated by staff who understand their needs thoroughly.

We encouraged Croydon residents to contribute to a series of focus groups on long-term conditions; carers of older people and the next generation: people aged 50 to 64.

Find out more about the results of the research at [www.croydonccg.nhs.uk/get-involved/Pages/Outcomes-based-commissioning.aspx](http://www.croydonccg.nhs.uk/get-involved/Pages/Outcomes-based-commissioning.aspx)



# Building our reputation

## Parents call for action over autism diagnosis

Watchdog says families also experience barriers getting help

By Polly Albany-Ward

[polly.albany-ward@crystaltrust.co.uk](mailto:polly.albany-ward@crystaltrust.co.uk)

PARENTS of autistic children in Croydon have to wait up to 18 months for the conditions to be diagnosed.

Parent watchdog Healthwatch published a report on Tuesday calling on the borough's health and social services to cut this time and make it easier for parents to get help after a diagnosis is made.

In 2013 there were 88 autistic children in the borough, the report said, with this number expected to increase to 144 by 2021.

According to the report, there are six undiagnosed autistic children in Croydon.

### Support

Parents and carers at the launch of the report, at the CNA Centre in Lambour Road on Tuesday (March 10), said even once their child was diagnosed they felt they received no support.

Karen Brown, from South Norwood, has a nine-year-old son with autism.

She said once he was diagnosed "it was like that was it".

"When you have a medical condition you get regular checks to see how you are doing. It should be the same with autism," she said. "My son was diagnosed but then we were just left to deal with it, there was no follow-up."



**DEMANDING MORE:** Cllr Andrew Rendle, Healthwatch CEO Charlie Ledman and National Autistic Society family worker Linda Townsend

Parents quoted in the Healthwatch report said they had come up against "barriers, barriers, barriers" accessing help, with one parent phoning a social worker ten times in one day with no answer.

Charlie Ledman, CEO of Healthwatch Croydon, said: "Waits of 18 months have a detrimental impact on the child's development, with consequences for family and carers." The report said there should be a "one-stop shop" for parents so they can access health, social and other services in one place with just one phone number to call.

It also recommended more training for GPs and for more psychiatrists, level of care to neighbouring boroughs. Andrew Rendle, councillor for Ashburton, was appointed as the borough's autism champion in May 2014. The father of two autistic sons, he said he was working to influence council policy to make the borough more autism friendly.

Cllr Rendle said he worked with Croydon University Hospital to make sure the new accident and emergency currently under construction will be autism friendly.

He has also worked with Crystal Palace to create coaching lessons for primary school children with autism.

### Welcome

A Croydon CCG spokesman said: "We welcome the publication of this report and will respond formally to the recommendations once we have considered them fully."

Improving access to Child and Adolescent Mental Health Services (CAMHS), including Autistic Spectrum Disorder services, is a priority for Croydon CCG. Our 2015-16 Plan includes our plan of further investment to redesign and improve access to all CAMHS services.

"We are working closely with South London and the Maudsley NHS Foundation Trust, Croydon Council and the voluntary sector to improve mental health services for children and young people in Croydon."



Healthwatch Croydon can only achieve the work it does by engaging fully with Croydon residents.

As a borough of over 360,000 people, the largest by population in London and the thirteenth largest in England, it has with a rich and diverse third sector community. Therefore, Healthwatch Croydon has to work hard to get heard.

Crucial to this, is building strong networks with key decision-makers and influencers but also with those community groups and organisations who deliver services to, or support those, in need.

In this section we review how we have done this:

Press promotion page 50

Community Engagement page 52

Events page 54

## Press promotion

Healthwatch Croydon has been mentioned in the press a number of times this year. Here is a selection. Press releases can be viewed at: [www.healthwatchcroydon.co.uk/news](http://www.healthwatchcroydon.co.uk/news)



*Croydon Guardian 22.3.16*



*Croydon Advertiser, page 2, 22.3.16*

These are both in response to the child autism services report and public meeting.



**Left:** Croydon Guardian 29.1.16, The Factfile box refers to Healthwatch's response to shortfall in CCG finances;

**Right:** Croydon Guardian 22.1.16 Healthwatch's reaction to the Care Quality Commission report on South London and Maudsley NHS Foundation Trust.

# Community Engagement

Healthwatch Croydon has been committed to getting out and about in the community visiting various groups and organisations.

Clockwise from right: Asian Resource Centre of Croydon (August 2015), Meeting Thornton Heath councillors, Pat Clouder and Karen Jewitt (November 2015), Inaspectrum (August 2015).







*Parkway Surgery outreach, (July 2015);  
Rainbows across Borders, (January 2016).*



*New Addington Samaritan's Drop In (February 2015),  
Croydon Vision (July 2015).*

## Annual General Meeting - October 2015



Hannah Miller, former director of Adult Services Health and Housing at Croydon Council and now a commissioner for Opportunity Croydon, was guest speaker, and the Mayor of Croydon, Cllr Patricia Hay-Justice said “Healthwatch Croydon needs our support to give them added strength, to ensure our voices are heard.” Watch their speeches at <https://youtu.be/4hIG993j3G4>  
<https://youtu.be/gGSB777Jnt0>



## Public Meetings



*Above clockwise: Urgent Care and Emergency Services (November 2015); Over-65s Discharge from Croydon University Hospital (February 2016); Child Autism Services in Croydon (March 2016).*





# Events

## Spring Healthwatch Week 14-18 March 2016



*Above clockwise: A series of outreach sessions across the borough including Croydon University Hospital; Croydon Adult Social Services Users Panel Event and Purley Hospital.*





# Our plans for 2016-2017



# Our plans for 2016-2017

## Our plans for 2016-2017

- A Community engagement in eight identified seldom-held groups.
- B Support and empower Croydon residents to become effective volunteers and representatives on key decision-making boards and meetings scrutinising services.
- C Provide the commissioner and provider of Croydon's GP services residents' experiences to influence service provision aligned to patient demand.
- D Gain independent evidence on the experiences of community mental health services with a focus on prevention.
- E Build a trusting relationship with NHS trust and health and social providers, advising them over patient engagement, raising patient issues and supporting them in their delivery of health care services.
- F Continuing to represent those whose views are presented in our Child Autism report of March 2016 at key decision-making meetings.
- G Provide representation and maintain awareness of the South West London Collaborative Commissioning Paper plans to move acute services into the community.
- H Gaining independent evidence on the experiences of carers for over 65. This will also inform services as a result of Outcome-Based Commissioning for over-65s.
- I Support and empower local people in navigating health and social care services through effective information resources.
- J Ensure that Healthwatch Croydon is well run, accountable and effective, maintaining all our obligations, including data protection, recording protected characteristics, risk registers and financial and legal requirements. See [www.healthwatchcroydon.co.uk/annual-report-business-plan](http://www.healthwatchcroydon.co.uk/annual-report-business-plan) for more information.

# Finance and Governance

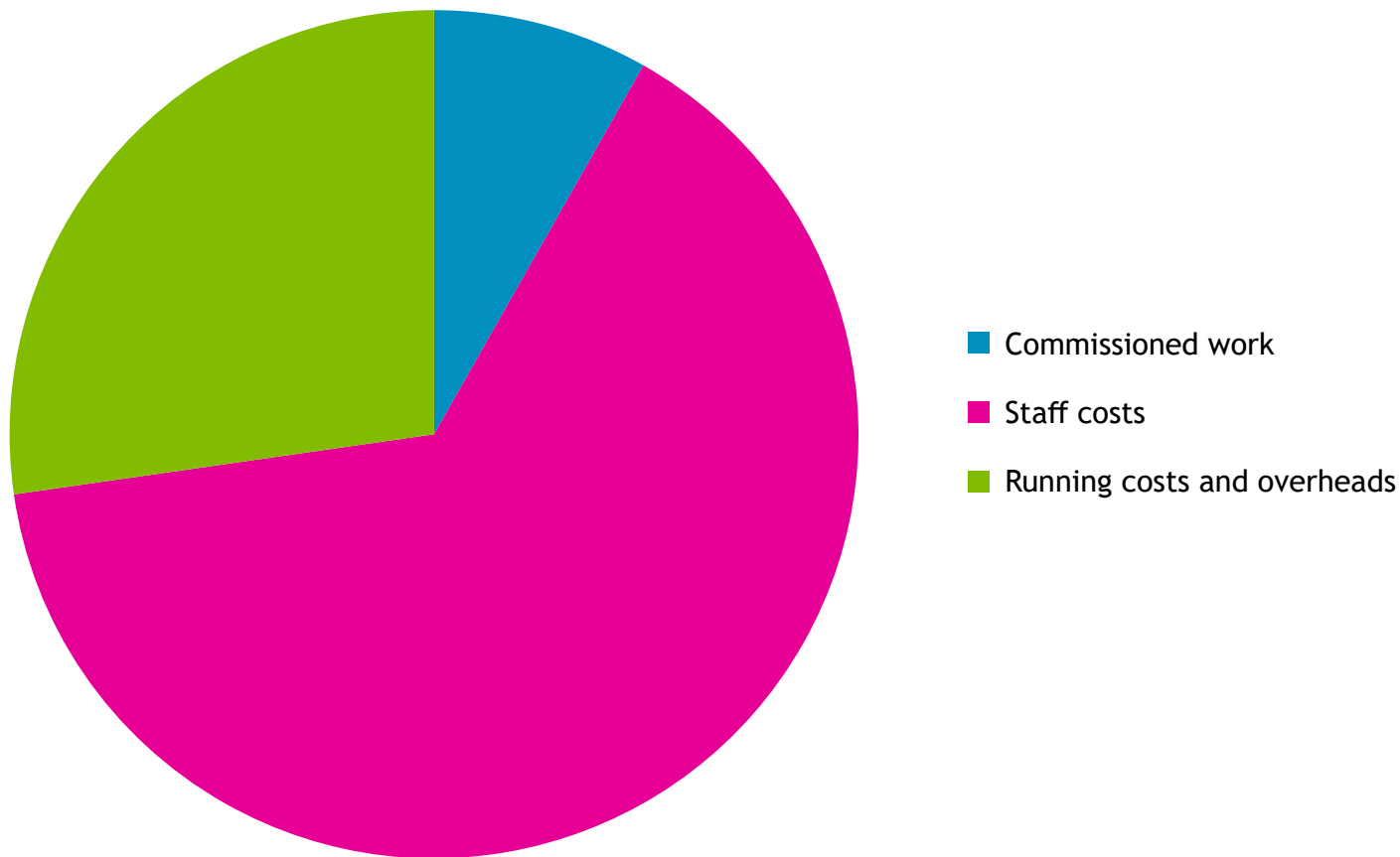


# Finance and Governance

INCOME: £	
Funding received from London Borough of Croydon	245,000
Income carried forward from 2014/15 recognised	24,000
Bank interest	301
Total income	269,301

EXPENDITURE: £	
Commissioned work	17,876
Staff costs	140,431
Running costs and overheads	59,343
Total expenditure	217,651

Surplus/(Deficit)	51,651
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# Thank you Croydon

## Future Financial Plan

Healthwatch Croydon's funding from Croydon Council for the financial year 2016/17 will be £206,000 per annum. This is a reduction of 16%. In our vital role as a local champion, our challenge will therefore be to deliver our key objectives in an even more efficient and effective way.

The full accounts are also available on our website. Please note that the numbers in this report at this stage are pre-audited.

## Governance

The Advisory Forum advises both the board and the staff of issues and concerns that Healthwatch Croydon might want to prioritise. Public and volunteers are encouraged to contribute to the debate on what areas need focusing on via the Healthwatch Croydon Forum and surveys. Issues are also prioritised based on public comments about services. So for example, a series of

comments on one service would raise it as a priority. Other sources for priority include reports such as the Joint Strategic Needs Assessment.

Healthwatch Croydon makes decisions about its activity in an accountable, open and transparent way, based on a business plan, reflecting the local needs for Croydon. The Board and Chief Executive work together to build a sustainable, realistic and effective plan to reflect key issues. It is also monitored by Croydon Council to ensure it meets its aims and objectives.

## About the Annual Report

This annual report is publicly available from 30 June 2016 on our website. It has been sent to Healthwatch England, CQC, NHS England, Clinical; Commissioning Group/s, Overview and Scrutiny Committees, and Croydon Council.



## Healthwatch Team 2015-2016

Yinka Alowooja, Annamika Koomoshan, Charlie Ladyman (CEO), Gordon Kay, Darren Morgan



## Healthwatch Board 2015-2016

Sandra Wright, Anne Hooper, Richard Pacitti, Mark Justice, Vanessa Horsford, (Acting Chair 2015-16), Urvashi Bhagat,

Not pictured: Gary Hickey and John Davey (from January 2016), David Court (from March 2016).



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24 George Street, Croydon CR0 1PB

020 8663 5648

[info@healthwatchcroydon.co.uk](mailto:info@healthwatchcroydon.co.uk)

[www.healthwatchcroydon.co.uk](http://www.healthwatchcroydon.co.uk)



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