Welcome

Welcome to a summarised version of NHS Nottingham City Clinical Commissioning Group’s 2014/15 Annual Report and Accounts.

NHS Nottingham City Clinical Commissioning Group (CCG) has many different roles and responsibilities. A major part of our work is making sure that the NHS services that people need in Nottingham City are available and that they are of high quality and give good value for money.

During 2014/15 we continued the work we began in 2013/14 to deliver the vision and priorities we set out within our three-year strategy, published in April 2013. During our second year of working towards these ambitions, we continued to collaborate with a number of partners and organisations, including other NHS trusts and provider organisations, Nottingham City Council, One Nottingham, voluntary sector groups, patients, carers and the wider public.

We made significant progress on our strategic plans in 2014/15 and, in conjunction with our partners, have started to make inroads into the transformation of health and social care services in the City.

The following pages will tell you more about us and about our main achievements and results during the year. If you would like to read the full Annual Report and Accounts you can find a copy on our website at www.nottinghamcity.nhs.uk or contact us directly and we will send you a copy.
About us

Nottingham City CCG is a clinically-led membership organisation with 60 member practices and more than 200 GPs. We are accountable to local people and we report to NHS England.

We work from Standard Court on Park Row in Nottingham City centre but the provider organisations who deliver the services that we commission operate from numerous locations around the City, including GP practices, health centres, community venues, hospitals and in people’s own homes.
We work to plan and buy healthcare services that meet the needs of local people. We are responsible for making certain that the healthcare provided is of a high standard, delivers quality improvements and offers value for money, and that systems are in place to make sure people are looked after in the best way possible. To do this well, we have to understand what health problems affect people living in Nottingham City and then plan and buy services that will help those people the most, involving patients, carers, partners and others throughout the process.

We have a well-established ‘cluster’ structure, with all of our member GP practices belonging to one of four GP clusters. The clusters are strongly linked to the CCG through several channels, including our influential Clinical Council, at which our GP members can give clinical input to commissioning decisions. This structure makes sure that the decisions we make about local health services are informed by GPs’ first-hand experience of seeing patients in surgery and having insight into their needs.
About us (continued)

The Chair of the CCG and Clinical Leader is Dr Hugh Porter, and our Chief Officer is Dawn Smith. Three further GPs – Dr Marcus Bicknell, Dr Safiy Karim and Dr Arun Tangri – sit on our Governing Body to ensure clinical leadership and representation from each of the four GP clusters. The Governing Body also includes our Chief Finance Officer, an independent secondary care doctor, an independent nurse, independent lay members and expert advisory members, including clinical leads for public health and safeguarding. Although our GP member practices provide patient care within their practices, as a commissioner we do not directly provide any healthcare or treatment ourselves.

Our main providers (organisations that provide direct care to our population) include Nottingham University Hospitals NHS Trust (NUH), Nottinghamshire Healthcare NHS Foundation Trust and Nottingham CityCare Partnership CIC. We also commission (buy) services from NHS organisations outside of our area and from independent and voluntary organisations, for example Nottingham Woodthorpe Hospital, BMI The Park Hospital, Age UK and Self Help Nottingham.

We have good working relationships with many organisations in Nottinghamshire including other CCGs and the local authorities. We are also an active member of the Nottingham City Health and Wellbeing Board, which brings organisations including Nottinghamshire Police, Nottinghamshire Fire and Rescue Service, Nottingham University Hospitals NHS Trust, Nottingham CityCare Partnership CIC, Nottinghamshire Healthcare NHS Foundation Trust and the voluntary sector together to tackle City-wide health and wellbeing issues.
Our Vision and Values

We have developed a vision statement which describes our purpose and what we aim to achieve for the benefit of local people and local healthcare services. Our vision is:

“We will work together with compassion and caring to improve health outcomes and end health inequalities through the provision of high quality, inclusive and value-for-money services that are patient-centred.”
We also have a set of values which describe the approach we will take to all of our commissioning activities and which guide us in our work. Our values are:

**Involving others**
We will actively involve patients and the public, carers, community groups, clinicians and partners in everything that we do.

**Being responsive**
We will understand and respond fairly to the changing needs of our diverse population.

**Improving quality**
We will continually improve the quality of services through collaborative, innovative and clinically-led commissioning.
Our Vision and Values (continued)

Promoting education and development
We will support and encourage the education, training and development of the local workforce.

Securing value for money
We will secure high quality, cost-effective and integrated services within available resources.

We also developed a set of six strategic priorities, which are the most important elements of healthcare that we focused on improving during 2014/15 and on which we will continue to focus over the coming years. They are based on facts and figures about the current state of people’s health in Nottingham and we spoke to local people about what they want before we agreed these priorities. Our six strategic priorities are:

- Improving mental health outcomes
- Improving outcomes and early detection for people with cancer
- Enhancing the quality of life for people with long-term conditions (with a focus on diabetes and respiratory conditions)
- Improving the health and wellbeing of the frail and elderly
- Improving the health and wellbeing of children, young adults and students
- Developing an effective and efficient urgent care system
Our achievements

During 2014/15 we made great progress in many different areas. Some of our achievements include:

- We jointly commissioned a Falls Rapid Response Team, which is now reducing the number of patients visiting the Accident and Emergency Department and increasing the number of patients treated at home after calling 999 following a fall.

- We commissioned a new vulnerable adults service, which gives people over 75 with complex needs a comprehensive package of care, including a named GP, and helps those with long-term conditions live independently at home and manage their own health and care needs.

- We ran a pilot to include clinical care home pharmacists in medication reviews in care homes. The findings were positive and reduced problems associated with multiple prescriptions being administered by different clinicians.
• Our Street Triage scheme won the Police and Crime Commissioner’s Partnership Award in recognition of its work giving people with critical mental ill health quicker access to appropriate support, treatment and care, and diverting them away from the criminal justice system.

• Our Rapid Response Liaison Psychiatry service continued to support patients who visit Nottingham University Hospitals for physical health issues, but who also need help with their mental health. A mental health professional now assesses patients within one hour in A&E or within 24 hours on a ward.
Our achievements (continued)

- We introduced a new programme allowing GPs to directly book CT scans for suspected chest cancer, enabling an earlier diagnosis, which can increase the chances of survival.

- We reduced unnecessary visits to hospital for breast cancer patients by implementing a new system for prescription requests and a helpline for patients to contact clinicians about their care.

- We commissioned research to understand why local people from Black and Minority Ethnic (BME) communities don’t take up bowel cancer screening and will act on the recommendations in 2015/16. We also launched a local TV advertising campaign for bowel cancer screening.

- We commissioned an early diagnosis project manager to work with GP practices and community volunteers to promote healthier lifestyles, raise awareness of cancer symptoms, and encourage early diagnosis.

- We used billboards, bus stops, phone boxes, taxis, display panels and posters to tell local people about stopping smoking, winter health, cancer awareness, using NHS services appropriately, vaccination programmes and self care.
• We launched a hypoglycaemic pathway to ensure that patients with diabetes presenting as an emergency are looked after in the community, without having to attend hospital.

• We signed up to a county-wide, single declaration on tobacco, which sets out our future work, including improving education, reducing illicit trade and introducing more smoke-free zones.

• We commissioned a Black, Asian and Minority Ethnic (BAME) outreach worker to work with communities to address high levels of diabetes, low levels of physical activity and other issues linked to long-term conditions.

• We continued to promote the use of Telehealth to support patients with various long-term conditions. By the end of March 2015, 145 patients had a Telehealth device in their home. 96 per cent say they now feel safer at home and 75 per cent of carers feel less stressed than before.
Our achievements (continued)

• Our Medicines Management Team trained healthcare professionals on inhaler techniques, giving them confidence in showing patients how to use them correctly. We also launched a new training film for professionals.

• Our staff guidance on sharing patient information between organisations was flagged as an example of national best practice in a report to the Secretary of State for Health.

• We launched a pilot Children’s and Young People’s Behavioural, Emotional or Mental Health Needs Pathway, which offers a single point of access, provides online information for parents, and delivers co-ordinated, evidence-based care to ensure that no child or family is left unsupported.

• We commissioned a ground-breaking film aimed at helping young people understand how the local NHS works and the importance of using services wisely. It is supported by a lesson plan for children aged 12 to 13.

• We unveiled our plans for the new enhanced Urgent Care Centre, scheduled to open in October 2015 on London Road. It will offer X-rays for suspected breaks and other diagnostic and urgent care services and offer a genuine alternative to attending A&E for non-emergencies.
The Acute Home Visiting service, which helps practice teams manage patients with acute medical needs within the community, is now accessible to all City-based GPs as well as six county border GP practices. The service has been extended to provide visits in the afternoon, up to 8pm.

Most of our member GP practices are now using a text messaging service to send appointment reminders which allow patients to cancel if needed via a text reply. This automatically frees the appointment up for another patient.
Maintaining quality standards

We continually work to make sure that the services we commission are of high quality. We have published a Quality Improvement Framework that sets out how we do this. Our Clinical Council promotes and encourages quality improvement and we regularly complete quality analyses as part of our service planning and policy development work.

We also have an independent nurse on our Governing Body who has a lead oversight role in keeping us focused on quality in everything we do. She is chair of our Quality Improvement Committee, which monitors the safety and effectiveness of the treatment and care provided to patients in Nottingham City and the experience patients have of the treatment and care they receive.
Patient and public engagement

The NHS belongs to and is paid for by all of us. We make sure we are always talking and listening to local patients, carers, community representatives and groups and the public. This helps us to plan and deliver services in a way that patients want and need and to evaluate the quality of services so they are the best they can be.

During 2014/15 we held engagement events and activities about several topics related to healthcare, including:

- Acute and community diabetes services
- Culturally-specific mental health services
- Expansion of personal health budgets
- End of life services
- Re-commissioning walk-in centre services
- Delivery of pain management services.

We publish the results of all our engagement activity on our website at www.nottinghamcity.nhs.uk.
We work closely with Healthwatch Nottingham, the health and social care consumer champion, which helps us to understand and respond to the concerns of our population, and we have established a People’s Council, whose members represent a number of groups and organisations within Nottingham City as well as their own individual experiences. Its aim is to make sure the views of NHS service users are collected and taken into account when planning and developing local NHS services. We have also created an online health and social care network called Nottingham City Voices, which gives patients and the public the opportunity to comment on proposals for changing existing services or plans to commission new ones.

Complaints are another useful way of finding out what people think and helping us to improve services. For example, as a result of complaints during 2014/15 our major acute hospital improved handover arrangements to ensure treatment for patients is not interrupted; the Clinical Assessment Service recognised that some patients had difficulty getting through and improved its telephony; and one of our community providers revised its policy for gaining consent from parents.
Our staff

We are committed to being a fair and inclusive employer, and to maintaining a working environment that promotes the health and wellbeing of our employees. We consider all requests for flexible working and we offer various different working arrangements to help our staff achieve a work/life balance.

We are also supporting three apprentice administrators to work for 18 months in different parts of the organisation through an apprenticeship scheme and during 2014/15 we signed up to the Nottingham Jobs Pledge, which has a key focus on tackling youth unemployment in the City.

To keep staff informed we produce regular newsletters and hold bi-monthly all-staff meetings. We also use our website to share information both within the CCG and further afield.

Our Staff Reference Group facilitates two-way communication between CCG staff and senior managers. Members are staff volunteers and the group meets each month to discuss working life.
During 2014/15, the group developed and launched the organisation’s Cycle to Work scheme, considered and contributed to the development of the Learning and Development Policy and the new appraisal process and was influential in organising flu jab clinics for the whole CCG. The group was also a key contributor to developing our local staff survey in 2014.

In September 2014 our CCG ranked within the top ten of Health Service Journal’s (HSJ’s) ‘100 Best Places to Work in the NHS’, which drew on the results of the annual NHS Staff Survey. Our staff indicated that they enjoyed working at the CCG, felt supported and were highly satisfied with their jobs.
Our performance

In our second year as a CCG we met all of our statutory duties and exceeded many of our financial duties. We kept the cost of running the organisation down to the amount we were given for this purpose, which is equivalent to £25 for each person registered with a GP in Nottingham City.

We performed well in many areas against national targets, and exceeded all the national targets for cancer 31-day waits. We also exceeded the targets for the percentage of patients waiting six weeks or more for a diagnostic test and the percentage of operations cancelled for a second time.

However, we did not meet the national target set by the Department of Health of 95 per cent of people in the Emergency Department being seen within four hours. We are continuing to work with our health and social care partners to improve in this area and performance against this standard will continue to be a focus for us in 2015/16.

Our performance also fell short against the national targets for the proportion of people with suspected cancer who are seen by a cancer specialist within two weeks of GP urgent referral, and the proportion of people who receive their first cancer treatment within 62 days of referral. We are working closely with Nottingham University Hospitals NHS Trust to investigate performance and to make improvements. Delivering these cancer targets is one of our main performance challenges for 2015/16 and we are investing significant resources in this area to make sure that we deliver real improvements.
Our performance
Looking to the future

Nationally, the NHS is facing significant financial pressures. More people are living longer and there is a growing population of older people, many of whom have long-term conditions such as diabetes, dementia and respiratory illness. This means there is more demand for health and social care services than ever before.

The current economic climate remains challenging. After more than ten years of record growth in the public sector, we are now faced with little or no growth in real terms. This means that we have to find ways of doing more for less, whilst making sure that we continue to improve the quality of services provided.

Although Nottingham City as a health economy is in a stronger financial position than many, we know that we are not immune to these issues. Government funding for Nottingham City Council has reduced by £72 million since 2010 and this may affect its ability to respond to increasing demands for social care services. In turn, demand for NHS services is likely to increase.

In October 2014 NHS England published its Five Year Forward View, which sets out how the NHS will address this increased demand in a time of limited growth. The message in the document is very clear: there isn’t a single solution and everyone must play a part – system leaders, NHS staff, patients and the public included. We must look to develop a new approach across a range of healthcare areas, with new, flexible models of service delivery tailored to local populations and needs, and with integration between services.
Locally, we are working with our three neighbouring CCGs in Nottingham North and East, Nottingham West and Rushcliffe to develop a five-year strategy for tackling the significant funding gap in health and social care over the next five years.

We know that we can only fully address the significant financial challenges we face as a system by working closely in partnership with local authorities in the City and County, as well as with our provider organisations and the voluntary sector.

We are also talking and listening to members of the public throughout this work to make sure that our ideas and plans will lead to a new integrated health and social care system that delivers quality services where and when people truly want and need them.
Contact us

This document can be made available in large print and other formats, including translations, upon request.

If you would like a copy in another format or language, please contact the Communications Team on 0115 912 3384.

For more details about health services and how to access appropriate services out of hours or in an emergency, please visit www.nottinghamcity.nhs.uk, call the Patient Experience Team on 0115 883 9570 or email patientexperienceteam@nottinghamcity.nhs.uk. You can also visit www.nhs.uk or call NHS 111.

You can write to us at:
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The full annual report and accounts and answers to many questions are available on our website: www.nottinghamcity.nhs.uk