Welcome

We are delighted to introduce our Summary Annual Report for 2016/17 which highlights our performance and financial position as we embark on the first year of a new commissioning strategy and forge even stronger ties with the South Nottinghamshire CCGs.
NHS organisations across the country ended the year facing the biggest financial challenge in recent memory, as well as growing demands on services. Yet despite this, we have consistently delivered against national targets and were rated a good CCG with an outstanding rating for dementia care in our 2017 assessment by NHS England.

However, 2016/17 has been a challenging year for us both in general practice and in our hospitals, where local services remain under pressure all year round.

By listening to people who use the local NHS, we can understand more about the challenges faced and ensure the services we commission are best able to meet the needs of the city’s diverse population.

We are committed to working with patients, carers and the wider public to design services and better understand where we need to focus our efforts in the future.

You can find our full annual report and accounts on our website at www.nottinghamcity.nhs.uk - thank you for taking the time to find out more about us and the difference we are making in Nottingham.

Dawn Smith
Chief Operating Officer

Hugh Porter
Chair

NHS Nottingham City Clinical Commissioning Group
About us

Nottingham City CCG commissions a vast range of healthcare services from an array of providers. These include NHS Trusts, GPs, voluntary organisations and others who offer hospital, mental health and community-based care, as well as ambulances and patient transport. Through these arrangements we ensure that local people have access to the services they need on a day-to-day basis, whether for an emergency or something more routine.

As a statutory NHS organisation we have a responsibility to engage with and involve partner organisations and local people in the planning and commissioning of services. We are also responsible for making sure 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.

Our Vision

“We will work together with compassion and care to improve health outcomes and end health inequalities through the provision of high quality, inclusive and value-for-money services that are patient-centred.”

Our Values

Involving others
patients, public, carers, community groups, clinicians and partners

Being responsive
understanding and responding to the changing needs of our diverse population

Improving quality
through collaboration, innovation and clinically-led commissioning

Promoting education and development
encouraging education, training and development of the local workforce

Securing value for money
with high quality, cost-effective and integrated services within the available resources
The population we serve

Nottingham is a vibrant and diverse city with a rich cultural and ethnic mix, with approximately one in three members of the population identifying themselves as from black and ethnic minority (BME) groups. Home to significantly more young people than the England average, Nottingham has two large universities with full-time students accounting for approximately one in eight of the population.

The city’s population continues to increase, owing largely to more young people choosing to study here, a national population increase, and people moving to Nottingham from overseas, particularly Eastern Europe.

Although there are fewer older people living in Nottingham compared with the national average, the number of those aged over 85 is expected to rise as people are increasingly living longer than before.

Unhealthy lifestyle behaviours and high levels of long-term conditions related to these mean that adults living in the city are living with higher levels of ill-health than in many other parts of the country. Like many areas in England, our biggest challenges include cancer, respiratory disease, diabetes and cardio-vascular disease. This has a direct impact on the need for and the use of health services and social care.
Our priorities

Engaging and listening to local people helps us commission the right services for our population and ensure we are tackling inequalities in both access to services and health outcomes.

The following section provides recent examples of how we have delivered against the priorities of our strategic plan for 2013-2016.

Looking to the future, we carried out a series of discussions and development sessions throughout 2016 to develop a new commissioning strategy for 2017-2020.

Delivering this strategy will enable us to make stepped improvements in the quality of local services, and will ensure that we are making even better use of limited resources across the local health and social care economy.

More information about our new commissioning strategy can be found online at www.nottinghamcity.nhs.uk
| 1 | Improving mental health outcomes |
| 2 | Early detection and improved outcomes for people with cancer |
| 3 | Enhancing the quality of life for people with long-term conditions |
| 4 | Improving the health and wellbeing of the frail and elderly |
| 5 | Improving the health and wellbeing of children, young adults and students |
| 6 | Developing an effective and efficient urgent care system |

Developing Primary Care
Research to inform mental health commissioning to meet the needs of Nottingham’s homeless population

With local intelligence suggesting that mental health problems are increasing in the Nottingham homeless population, the CCG commissioned research to explore and understand the mental health needs of homeless people in the city.

The research, which is being carried out by Sheffield Hallam University, is exploring the two-way relationship between homelessness and mental health.

Having a mental health problem can create circumstances which can cause a person to become homeless in the first place. Yet poor housing or homelessness can also increase the chances of developing a mental health problem, or exacerbate an existing condition. In turn, this can make it even harder for that person to recover – to develop good mental health, to secure stable housing, to find and maintain a job, to stay physically healthy and to maintain relationships.

The impact of homelessness on health can be stark with the national charity, Crisis, reporting a 30-year difference in life expectancy between those who are living in stable accommodation and homeless people.

The study isn’t just about rough sleepers but also includes those in hostel and B&B accommodation and people who ‘sofa surf’.

Findings will inform how Nottingham City CCG can best work with local partners to ensure effective commissioning to meet the mental health needs of this population and to promote and support appropriate and timely mental health service uptake.
Prostate Cancer Clinic Pilot for Black and Minority Ethnic (BME) Communities

One in four Black men will be diagnosed with prostate cancer at some point in their lives, compared with one in eight of all men. In Nottingham city prostate cancer is the second most common cancer in men.

In a bid to balance this health inequality within Nottingham, the CCG launched a pilot campaign with BME Cancer Communities and Nottingham University Hospitals NHS Trust (NUH) to raise awareness of the risks of prostate cancer within the city’s BME communities in June 2016.

This project encourages Black African and Black Caribbean men over the age of 45 to attend community based clinics, which provide educational advice and carry out ‘prostate cancer risk assessments’. The campaign, called “Check Tings Out”, uses community media to share important messages about prostate cancer with BME communities, as well as to advertise the local community clinics which are currently held in St Anns.

Between June and November 2016, 151 men visited the St Anns clinic resulting in 12 referrals to NUH for further examination and six cases of prostate cancer being identified. A second clinic opened in Hyson Green in 2017.

The final evaluation of the pilot will consider the successes of both clinics at the end of 2017. In the meantime, the CCG is incorporating some of the findings from the interim evaluation into its new commissioning strategy, by including more targeted ways of communicating with different communities in the city and increasing the cultural competence of healthcare professionals.
National Diabetes Prevention Programme

In July 2016 the CCG joined a working partnership with 11 Clinical Commissioning Groups and local authorities to become part of the landmark ‘Healthier You’ NHS Diabetes Prevention Programme.

The programme enables patients who have been identified as being at risk of developing Type 2 diabetes to adopt a healthier lifestyle with a focus on diet and physical activity.

Patients are usually identified and referred by their GP. However, in November 2016 and January 2017 the CCG worked with registered charity, Silver Star Diabetes, to bring mobile diabetes testing units to the city centre. Here the people of Nottingham were offered free, on the spot tests to identify their diabetes risk, and those who were assessed as medium or high risk were referred on to the Healthier You: NHS Diabetes Prevention Programme.

This was a huge success. In total 126 people opted to take the free test; 28 were identified as being high or medium risk and were referred to the Diabetes Prevention Programme.
Preventing hospital admission using video conferencing in care homes

New technology installed in Nottingham care homes is helping to avoid unnecessary hospital attendances by frail older people.

The CCG secured national funding to install two-way video conferencing technology in 25 local care homes, enabling care workers to get advice from nurses and doctors when they are concerned about residents.

The project is one of a number of pilot schemes launched in local care homes since Nottingham city was declared a vanguard site for ‘Enhanced Health in Care Homes’ in March 2015. This status enables the CCG to access national funding to develop innovative projects that lead the way for other English regions - including a £300,000 cash boost for care home improvement in 2016 with the same amount due in 2017.

Similar clinical video conferencing tools have been credited with significantly reducing hospital admissions elsewhere in the country. Airedale in West Yorkshire reported a 35 per cent reduction in hospital attendances from care homes after the technology was successfully introduced.

Unnecessary hospital attendances not only place more strain on emergency services, but can also be harmful to frail older people who can lose mobility and confidence after even a relatively short stay in hospital.
The Community Children and Young People’s Health Service

Children with some of the most acute and complex health needs now benefit from a dedicated community service, which aims to improve their health, wellbeing and life chances.

The Community Children and Young People’s Service is provided across the city and county by Nottinghamshire Healthcare NHS Foundation Trust and offers children access to a range of support including specialist community nursing; occupational therapy; speech & language therapy; physiotherapy and phlebotomy.

Access to these therapies helps children to make independent life choices and also improves the quality of life for their families and carers.

The vision for this service is to enable children and young people to have their health needs met wherever they are – at home, in school and other community settings.
Urgent Treatment Centre service at the front door of the QMC Emergency Department

Nottingham City CCG has supported the launch and development of a dedicated primary care service immediately adjacent to the QMC’s Emergency Department (ED).

The aim of the Urgent Treatment Centre service, which is operated by Nottingham Emergency Medical Services (NEMS), is to assess treat and discharge patients that attend the emergency department without serious injuries or illnesses.

The service is based on a model developed in one of the best-performing Emergency Departments in the country at the Luton and Dunstable Hospital. The Nottingham service is staffed by GPs and nurses and sees patients between 8am and midnight seven days a week.

The aim is to make care more efficient and take pressure away from Emergency Departments by having a healthcare professional ‘stream’ patients coming through hospital doors, who can then refer them to primary healthcare or for emergency treatment.

In order to support the service the system has secured £400k of national funding to carry out refurbishment to provide a dedicated reception area, separate entrance and upgraded treatment rooms.

Over 20 weeks the service has grown from seeing, treating and discharging 15% of patients who attend ED to 21%.
Developing Primary Care

Primary Care Patient Offer

In July 2016 the CCG launched the Primary Care Patient Offer, a framework with a set of minimum standards and expectations for good quality primary care service providers.

This patient-focused offer aims to improve the quality of primary care delivered to patients by reducing variation across Nottingham City’s GP practices as well as introducing a minimum standard of care which patients can expect to receive. This means patients benefit from longer core opening hours with no closures, improved access to male or female GPs on request, and access to nurse-led services including blood taking, wound dressing, stitch removal and ECG services (heart monitoring).

As of 31 March 2017, 75 per cent of the city’s GP practices had signed up to deliver the Primary Care Patient Offer.

However, patients registered with practices that are not signed up to the Primary Care Patient Offer can access the same enhanced services at a number of locations around the city that offer blood-taking and ECG testing as well as treatment room services such as wound dressing and stitch removal.
Promoting the value of research

Nottingham City CCG has been extremely proactive in encouraging GP practices to take part in clinical research. In 2013/14 just over 52% of GP practices in Nottingham were involved in research. Now more than 80% of practices are involved in research studies.

In 2016/17 the CCG delivered the biggest year on year increase in the number of studies in the East Midlands and achieved joint third place for the highest increase achieved nationally.

This research is essential to the continual improvement of patient care, health outcomes and effective health services.

Weekend opening pilot

Valuable insight provided from a two-year pilot of extended GP opening hours has informed plans for a city-wide roll-out of a similar service in 2018.

The Nottingham City CCG pilot project, which concluded in June 2016, offered patients access to GP appointments on Saturdays and Sundays in one of seven primary care hubs spread across the city.

The CGG appointed the Office for Public Management to evaluate the project over 17 months (September 2015 - March 2017). The final evaluation report highlighted that the project offered an additional 10,907 appointments to Nottingham patients over this period. A total of 9599 local patients accessed weekend appointments at the clinical hubs during the pilot. Eighty eight per cent of appointment slots were booked.

Learning from the project has been used to develop plans for extended GP opening hours across the city, due to launch next year. The city-wide service is likely to offer access to pre-bookable and same day appointments to general practice services in evenings until 8pm plus weekend access to pre-bookable and same day appointments on both Saturdays and Sundays.
CCG financial performance and spending in 2016/17

The financial climate across public sector services continues to be very challenging. As a CCG we have performed strongly on finance, delivering all of our statutory financial duties including remaining within our revenue resource limit. We also met the requirements of the Better Payment Practice Code relating to the timely payment of invoices.

We continue to work collaboratively with neighbouring CCGs through the Greater Nottingham Transformation Partnership and Joint Financial Recovery Programme.

We are also committed to developing the efficiency and transformation measures required to address long term challenges through our membership of the Nottingham and Nottinghamshire Sustainability and Transformation Partnership.
In line with its statutory duty, the CCG has:

- Operated within its running costs of £22 per head of population during 2016/17
- Delivered an agreed surplus of £10.2 million

Total spend £478m
Measuring our performance

Over the last year we have continued to achieve and exceed many national and local NHS performance targets, including referral to treatment waiting times, diagnostic test waiting times and dementia diagnosis rates.

We have seen improvements in critical areas such as improving access to psychological therapies (IAPT) and referral to treatment pathways for psychosis.

However, 2016/17 has been a challenging year for us in terms of delivery against national urgent and emergency care targets, such as the emergency department (ED) four hour wait target and ambulance response times.

Key actions to improve accident and emergency performance include ‘streaming’ patients into the right setting for their illness or injury and increasing primary care provision to manage patient’s needs.

Improving performance against these standards remains a focus for 2017/18 and we are working closely with partners across the health and social care community to address these challenges.
The following information provides a brief summary of our performance against key national targets. Comprehensive performance data can be found in our full annual report online.

**Performance exceeding national targets**

Waiting time
% of patients waiting 6 weeks or more for a diagnostic test

Estimated Diagnosis rate for people with dementia
**Dementia diagnosis rate**

Improved access to psychological therapy
% of population entering therapy

**Where we need to improve performance**

A&E Waiting time
% of people who spent 4 hours or less in A&E

Ambulance response times
**Category 1 response within 8 minutes**

Cancer Care
First treatment within 62 days of an urgent GP referral

<table>
<thead>
<tr>
<th>National target</th>
<th>Our performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td>67.0%</td>
<td>88.5%</td>
</tr>
<tr>
<td>15.0%</td>
<td>17.7%</td>
</tr>
<tr>
<td>95.0%</td>
<td>81.3%</td>
</tr>
<tr>
<td>75.0%</td>
<td>69%</td>
</tr>
<tr>
<td>85.0%</td>
<td>78.9%</td>
</tr>
</tbody>
</table>
Nottingham City CCG is committed to working towards a cleaner, safer environment which supports the health of our population and is sustainable for future generations to enjoy. We work closely with our partners, stakeholders and providers to ensure that environmental sustainability and carbon reduction is embedded into everything we do, from the beginning of the commissioning cycle and including our own internal activities.

All NHS bodies are required to produce an annual Sustainability Report detailing their performance on greenhouse gas emissions, waste management and use of finite resources, which is submitted to NHS England. This is included in our full annual report which is published on our website.

We have achieved a 10.93% reduction in greenhouse gas emissions over 2016/17, against the baseline set in 2013/14, but a 2.46% increase over 2015/16. Since the baseline year, we have also seen decreases in water usage and business travel. To ensure continued future reductions, the CCG has a Sustainable Development Management Plan which details how we aim to achieve our ambitious target of a 28% reduction in carbon emissions by 2020.
Our staff and workforce development

We hugely value the commitment and contribution of our 151 staff and have established a range of mechanisms to maximise the potential of our employees. These initiatives include a Staff Reference Group; a Health and Wellbeing programme and opportunities for Continuous Professional Development.

We are a partner in a local programme to increase the diversity of senior leadership within public and voluntary services, identifying potential leaders and giving them the exposure and support to develop their leadership potential and are also currently supporting three apprentice administrators working across the CCG.

The CCG has been accredited as a user of the Disability Two Tick symbol and as a Mindful Employer. We are continuing to work towards obtaining Workplace Wellbeing Accreditation Charter status, which will acknowledge our commitment to providing a supportive and productive environment in which employees can flourish.

For more information on working for us and our current vacancies please visit www.jobs.nhs.uk
Equality and diversity

Nottingham City CCG is committed to embedding equality and diversity considerations into all aspects of our work and uses the NHS Equality Delivery System to ensure compliance with the Public Sector Equality Duty of the Equality Act 2010. This legislation requires public sector organisations to publish their equality performance each year, which is detailed in our Annual Equality Assurance Report.

Some of the ways in which we have ensured equality of access to services and worked to reduce inequality in health outcomes are detailed earlier in this summary as part of delivery against priorities. The following examples show other ways in which we have progressed this area of our work over the last year.

Our People’s Council represents Nottingham’s diverse population

One of our strongest approaches to embedding equality and diversity into our commissioning programmes is our People’s Council.

Our People’s Council provides oversight of our engagement plans that support our commissioning activities and through this oversight ensures that our engagement is appropriately planned, shaped and delivered.
Following a review of our approach to engagement in 2015/16, we re-launched our People’s Council with a refocused remit and new membership in 2016/17 to ensure that our members better represent the population we serve.

Using the Joint Strategic Needs Assessment (JSNA) data, our targeted approach to recruitment ensured that members are able to represent the diversity of the city’s population.

Membership comprises of both Voluntary Community Sector organisation representatives and patient leaders. Our Voluntary Community Sector representatives are drawn from organisations that have day-to-day experience of working with different communities in the city, specifically those identified as experiencing the poorest health outcomes. Patient leaders attend as experts by experience of a range of health conditions which are linked to our commissioning priorities.

Given the diversity of our city, and the diversity of experience of individuals, there is significant cross-over among our membership in terms of the populations and the experience represented. We see this as a strength and are proud of the richness of experience amongst members. While we seek to make our People’s Council as representative as possible we accept that there may be gaps in membership.

We have committed to regularly reviewing the membership and seeking to recruit from groups that are not well represented. This includes seeking representation from geographic communities that are more likely to experience poor health outcomes.
Improving mental health outcomes of Nottingham’s Lesbian, Gay, Bi-Sexual and Transgender (LGBT) population

A range of engagement work was undertaken during 2016 to support the development of the CCG’s new commissioning strategy. One of the findings was that the CCG should explore how it can promote improved cultural competence amongst all healthcare professionals with an initial focus on GPs, so that they can understand, assess and respond to the needs of various communities, including Lesbian, Gay, Bisexual and Trans (LGBT) people.

The CCG has approved funding for a CCG research study that specifically focuses on improving mental health outcomes for LGBT people in Nottingham. The focus for this research is on the prevention, early diagnosis and self-care of mental health issues. The findings will help commissioners to better understand the issues and barriers from the perspective of the LBGT people living in the City and from the perspective of primary and community care service providers.
Engagement and involvement

NHS Nottingham City CCG recognises that to improve local health services we need to involve local people, patients and their carers in the work that we do.

During 2016/17 we have implemented a new approach to engagement, informed by best practice and geared toward making us more responsive to local needs. We have made a shift towards a more targeted approach to engagement and, in particular, one that seeks to understand the views of the city’s diverse population including voices that are seldom heard.

We are now including more direct involvement of patients in our day-to-day business. We have launched a Patient Leader Programme, working with the King’s Fund to provide the best possible training and support for people with lived experience of health conditions and local health services.

We recognise that we cannot reach every community in our city without working with others. That is why our engagement has a real focus on working with local voluntary and community sector (VCS) organisations to help us understand and engage with as wide a range of people as possible.

Our Annual Engagement Report provides a summary of the all the engagement we have carried out over the last year.
Looking to the future

Nottingham City CCG will play a vital role in delivering the reforms needed to improve NHS services locally, while addressing specific health gaps in the city’s population.

Through our membership of the Nottingham and Nottinghamshire Sustainable Transformation Partnership (STP) we continue to champion clinical leadership to improve the quality and efficiency of care.

Our work to develop a local accountable care system in Greater Nottingham as part of the STP aims to redesign local health services around the needs of patients while removing the barriers between not just different parts of the NHS but also across Social Care.

At the same time, we are excited to begin the first stages of a new CCG specific commissioning strategy for 2017/2020 which, whilst aligning to the STP, has a renewed focus on reducing specific health inequalities within the City.

Our ambitions, which are set out in this strategy, centre on the key aspects of health and wellbeing where outcomes in Nottingham City are worse than comparable cities elsewhere in England.
We believe that being both a key leader within the STP, but also retaining local focus on closing these health inequality gaps, is how our CCG can have the greatest impact on the health and wellbeing of those we serve most immediately: Nottingham City residents.

<table>
<thead>
<tr>
<th>Healthier Lives</th>
<th>We will increase the average number of years that Nottingham City people live in good health by 3 years.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthier Lives</td>
<td>Some Nottingham neighbourhoods have lower levels of healthy life expectancy than elsewhere in the City. We want to close this gap, and by 2020 we aim to halve the number of areas experiencing these inequalities, for both men and women.</td>
</tr>
<tr>
<td>Targeted</td>
<td>------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Empowered People</td>
<td>We will empower people in Nottingham to improve their own health by reducing smoking, increasing healthy diet and exercise, reducing alcohol harm and managing their own health conditions effectively.</td>
</tr>
</tbody>
</table>
Contact us

We can provide this document in other languages and formats, such as Braille and large print, on request. Please ask someone who speaks English to telephone the Communications Team on 0115 912 3384 or email ncccg.team.communications@nhs.net

For more details about health services and how to access NHS services out of hours or in an emergency please visit the following websites or call NHS 111.
www.nottinghamcity.nhs.uk
www.nhs.uk

You can write to us at:
NHS Nottingham City Clinical Commissioning Group
1 Standard Court, Park Row, Nottingham NG1 6GN
Or call us on 0115 845 4545