Welcome

We are delighted to introduce our Summary Annual Report for 2015/16 which highlights some of the progress we have made over the last year against the priorities in our three year commissioning strategy (2013-16).
We are proud of our achievements and recognise that the support of our staff and partners - including member practices, Nottingham City Council, provider organisations, voluntary sector groups, patients, carers and neighbouring CCGs – has been fundamental to this success.

By listening to people who use the local NHS and its supporting services, we can understand more about the health challenges in Nottingham 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.

We will continue to build on our partnerships over the coming year to further reduce health inequalities and increase the number of years people live in good health.

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

The CCG commissions (plans and buys) healthcare services, eg. hospital, community and mental health services, to meet the needs of the 363,600 people registered with our 57 member GP practices. We also commission urgent and emergency care for anyone who lives in or visits the city.

The provider organisations delivering the services we commission operate from numerous locations around the city, including GP practices, health centres, community venues, hospitals and in people’s own homes.

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 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.

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 34.7% 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 with and listening to local people helps us commission the right services for our population and ensures we are tackling inequalities in both access to services and health outcomes.

The priorities below were agreed following engagement with our partners and the public on the areas the CCG should focus on for the period 2013-16. The CCG is currently reviewing its priorities with its key stakeholders, including patients, and our new commissioning strategy will be launched in late 2016. The following pages provide examples of our achievements against the priority areas during 2015/16.

More examples can be found in our full annual report online at www.nottinghamcity.nhs.uk
Developing Primary Care

1. Improving the health and wellbeing of the frail and elderly
2. Improving Mental Health Outcomes
3. Early detection and improved outcomes for people with cancer
4. Enhancing the quality of life for people with long term conditions, focusing on diabetes and respiratory conditions
5. Improving the health and wellbeing of all children and young adults
6. Developing an effective and efficient Urgent Care System
Home from hospital - speeding up discharge

Working with its partners, the CCG has developed a ‘whole system’ approach to the safe discharge of frail older people following hospital admission.

A new model of care sees patients transferred from hospital as soon as they are medically fit so they can be assessed in the community for their ongoing care needs, rather than waiting for assessment whilst in hospital.

Patients are supported by a Citizen Advocacy Service which works with their carers and families to plan on-going care.

Pioneering integrated care programme

The Connecting Care integrated care programme continues to bring partners together to transform the local health and social care system. Named a ‘Pioneer’ site by NHS England in 2015, Nottingham City has cemented its reputation as being among the most forward-thinking and ambitious sites in the country in the delivery of health and social care integration.

This means more older people are being supported for the whole of their needs, with care co-ordinated through a neighbourhood team, rather than being seen by a number of separate independent health and social care workers.
At the vanguard of care home improvements

The CCG is now one of six clinical commissioning groups in the country leading on the improvement of the quality, efficiency and integration of care that older people receive as residents of care homes. We were awarded ‘Vanguard’ status as part of NHS England’s New Care Models programme in 2015.

A key focus of the City’s Care Homes Vanguard is the adoption of new technologies in care homes such as video conferencing and assistive technology devices and applications. This enables patients and care home staff to monitor long-term conditions and seek advice from health professionals remotely through the use of digital technology.

Award-winning quality check for care homes

The CCG and Nottingham City Council have, for the first time, developed and implemented a joint contract for providers of all nursing and residential care home services in Nottingham. This procurement partnership has streamlined processes and improved quality with all providers now checked against a set of minimum standards in order to be awarded a contract. This joint procurement initiative was a finalist in the Innovation of the Year category at the GO Procurement Awards in March 2016.
Transforming care: Autism and learning disabilities

The CCG’s Director of Quality and Personalisation is leading a county-wide programme to improve the way services are delivered for children and adults with a learning disability, and/or autism, who display behaviours that challenge (including those with a mental health condition).

Nottinghamshire was chosen as one of six ‘Fast Track’ Transforming Care Partnership sites to reduce the number of in-patient (hospital-based) placements and deliver new services to support people, where safe and possible to do so, within the community to improve their independence and quality of life.

Personalisation and choice in mental health support

The Nottingham City CCG has offered Personal Health Budgets (PHBs) to people with a mental health condition, as an alternative to NHS commissioned services.

Those accessing PHBs have received funding to improve their quality of life and mental health and wellbeing in a variety of ways, including; improved access to physical exercise, personal assistant support to access courses, IT training to gain new skills and reduce social isolation and therapies to alleviate anxiety and physical pain.
Positive futures through self-management

The CCG has commissioned new courses provided by Nottingham Healthcare NHS Foundation Trust and the Nottingham Primary Health Wellbeing and Recovery College to support people in regaining emotional and mental health wellbeing.

The courses are delivered in community venues such as libraries and provide practical training to people who need support in areas such as stress and anxiety management and recovery from depression.

They also promote the importance of physical health and wellbeing as a crucial component of positive mental health and support people to recognise their potential, through self-management, to deal with the emotional health challenges they experience.

Mental health crisis action plan

Services and organisations across Nottinghamshire, including Nottingham City CCG, developed an action plan for improving care for people in a mental health crisis during 2015, in response to the standards set out in the Mental Health Crisis Care Concordat.

The Mental Health Crisis Care Concordat is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people in crisis receive urgent mental health care. Focusing on four main areas, the plan seeks to improve: access to support before crisis point; urgent and emergency access to crisis care; quality of treatment and care when in crisis; and recovery and staying well.
Earlier diagnosis of bowel cancer

The CCG has been taking forward the recommendations from research it commissioned on the uptake of Bowel Cancer Screening in Black and Minority Ethnic communities.

In response to the findings, we commissioned Self Help UK to deliver a Macmillan-funded project to equip volunteers in providing information and education within their communities to help others recognise early symptoms of cancer. The key focus of the project is improving the uptake of screening for bowel cancer so more people present to their GP early.

Support to stop smoking for hospital patients

In December 2015, a pilot project was launched to deliver a targeted in-reach stop smoking service on the cardiac and respiratory wards at Nottingham City Hospital. The pilot aims to increase the number of hospital inpatients with cardio-vascular disease or respiratory conditions being referred to the New Leaf stop smoking service for support with quitting smoking and improving healthy lifestyle choices.
National spotlight on early detection of lung cancer

Professor Sean Duffy, the National Clinical Director for Cancer at NHS England, visited the CCG in February 2016 and saw how a new pilot community lung MOT service is improving the diagnosis of cancer and respiratory conditions. New clinics run by Bilborough Medical Centre invite those most at risk to attend for a lung health check and have so far detected more than 20 cases of suspected cancer, Chronic Obstructive Pulmonary Disease (COPD) or asthma and provided numerous onward referrals to specialist services.

Professor Duffy said of his visit: “I was really impressed with the close collaboration, the sense of purpose from the team and the extended network that has been engineered. It was one of the best visits I have had, and in no small way was this due to the relentless focus of your work on patients and improving their experiences of care.”

Prostate cancer app

The CCG commissioned Nottingham Trent University in 2015 to develop a smartphone app to raise awareness of prostate cancer among African-Caribbean men – a high risk group for this type of cancer. The interactive app, due to be launched later this year, was developed in collaboration with the local African Caribbean community and includes a series of fun and engaging illustrated characters, who discuss issues such as risk and symptoms.
Integrated diabetes service launched

A new, integrated service offering care and support to people living with diabetes in Nottingham was launched at a city-wide event in February 2016. The CCG, Diabetes UK, Nottingham University Hospitals and Nottingham CityCare Partnership have worked together with patients to design the new service and transform how diabetes care is delivered locally. In response to patient feedback, the service is now more flexible and patient-centred with a simple one referral route structure. One team of specialists now work together across both the community and the hospital to meet the needs of people with diabetes across the city.

Peter Shorrick, of Diabetes UK, said: “Nottingham is a city that is committed to improving the services it provides to people with diabetes. Working in partnership and listening to people’s experiences have been important steps in ensuring people receive the support they need and have a clear and effective care plan.”

National funding for asthma study

Nottingham City CCG, in partnership with University of Nottingham, has been awarded an NHS National Institute for Health Research grant of £320,000 to run an asthma clinical trial. The research will determine whether a simple new breath test in primary care can give a better indicator of whether steroid inhalers will work for patients with suspected asthma.
Diagnosing liver disease more accurately

In response to a significant increase in liver disease in Nottingham, the CCG has led the development of a new pathway to support earlier diagnosis of the condition.

Previously GPs have referred patients for a liver function test, but evidence shows this is not the most accurate marker of liver disease and can often provide false negative results. GPs can now directly refer for fibro scanning – a non-invasive investigation that tests for liver stiffness and provides a more accurate indication of disease. This painless procedure removes the need for an invasive biopsy. Results are immediate in showing the condition of the liver, allowing clinicians to agree a treatment plan with the patient during the same appointment.

Self help support for long-term conditions

Self Help UK was commissioned by the CCG to reduce health inequalities affecting minority ethnic communities by supporting individuals to self-manage their long-term conditions. Nottingham has many established support groups for people living with specific long-term health conditions and the BAME project aims to facilitate connections between individuals and groups to help people access better support and empower them to manage their own health conditions.
Student eating disorder service on campus

The CCG commissioned an eating disorder service for students at the city’s two universities in 2015 following a successful pilot of the initiative during the previous year. The Eating Disorders in Students Service is provided by the First Steps charity and offers confidential support and advice to students on campus at both the University of Nottingham and Nottingham Trent University.

Alongside one-to-one support and counselling, the service also includes drop-in advice and information, referral to recovery and self-help groups, nutrition and exercise information and support for students with issues around emotional over-eating.

Mobile app launched for young carers

The Action for Young Carers Service provided by the Carers Federation was part-funded by the CCG to develop and launch a free mobile app to help support local young people in their caring roles. The Young Carers’ App won an Innovation Health Award in November 2015, coming first out of 106 entries.
Meeting the needs of children in care

The CCG has worked in partnership with health service providers, specialist professionals and council colleagues in the city and county to improve access to behavioural, emotional and mental health services for children in care. A new referral pathway ensures earlier assessment of vulnerable children and young people who may have had life experiences that affect their physical or emotional health.

Award for reducing avoidable accidents in the home

Nottingham City CCG has extended its Home Safety Equipment and Education Service to benefit a total of 3,500 families living in Nottingham with a child under the age of five by March 2017. The service aims to reduce avoidable accidents affecting babies, toddlers and young children by co-ordinating, supplying and installing home safety equipment. The project was recognised for its ‘Contribution to Child Health at Home’ at the 2016 Journal of Health Visitors Awards.
Urgent Care Centre opens its doors

Nottingham’s new Urgent Care Centre became operational in October 2015, consolidating previous walk-in services into one enhanced service that includes x-ray and the splinting of simple fractures. Following extensive public engagement, the CCG commissioned Nottingham CityCare Partnership to provide the Urgent Care Centre service on London Road from 7am to 9pm 365 days-a-year. By providing x-ray facilities and treatment for minor eye injuries, the service now offers a real alternative for patients who might otherwise have presented as an emergency at the hospital.

Reducing avoidable admissions to hospital

A target across three community response services of reducing hospital admissions by 180 per year was significantly exceeded in 2015 with more than 750 avoidable admissions prevented. More patients have been able to avoid a hospital stay and instead have received the care they need in their own home or in community venues.

As well as improving patient experience, this has saved approximately £2.8 million against a target of £1.7 million (based on an average admission cost of £1490) and freed capacity within the hospital for those with acute medical need.
Vanguard status drives strategy implementation

The CGG is a key partner in the Greater Nottingham System Resilience Group (SRG) and last year led its bid to become a national ‘vanguard’ site for urgent and emergency care. As part of NHS England’s New Care Models Programme, the SRG received a £1 million share of a £200 million national transformation fund to accelerate the delivery of its urgent care strategy. This funding is supporting new ways of providing urgent and emergency care in a timely way and closer to home – in many cases avoiding the need for assessment or admission to hospital.

City leads re-procurement of 111

We led the re-commissioning of the NHS 111 Service across the East Midlands during 2015/16, with the CCG’s Chief Officer, Dawn Smith, appointed as the senior responsible officer for delivering the new contract. The service has been jointly-commissioned by 19 East Midlands CCGs covering the geographical areas of Nottinghamshire, Lincolnshire, Derbyshire, Leicestershire, Rutland and Northamptonshire. The 111 telephone assessment service signposts patients to the most appropriate NHS support and treatment and is available 24 hours a day, 365 days-a-year.
Developing Primary Care

Sharing access to information

The roll-out of the Medical Interoperability Gateway (MIG) across Nottingham City GP practices commenced in June 2015. The MIG allows patient information to be shared securely between healthcare professionals to improve direct patient care. It integrates with clinical GP systems and other IT systems used by urgent and out of hours care providers. Clear and informed patient consent is a key part of using the MIG. If a clinician needs to view a patient’s data they must first request explicit consent from the patient.

Promoting the value of research

Nottingham City CCG is one of only 12 clinical commissioning groups in England to have received National Institute for Health Research (NIHR) capability funding for research grants. During 2015-16, 30 out of our 57 member GP practices took part in at least one NIHR-funded research study covering areas including; ischaemic heart disease, hypertension, knee pain and the impact of personal health budgets.
Nottingham City General Practice Alliance

Nottingham City CCG has supported, and welcomes, the development of the Nottingham City General Practice Alliance, a new company formed in early 2016 to support and strengthen General Practice in Nottingham city. This collaboration encourages practices to work more closely together to build resilience and ensure sustainability as well as supporting them to expand the scope of the services offered in general practice.

The formation of the Alliance demonstrates the innovative and collaborative approach of general practice in Nottingham, with a key focus being the national move towards developing ‘placed-based’ commissioning to meet the needs of specific geographic communities.

The Alliance differs from many other GP collaborative models by supporting the sustainability and resilience of primary care and participation in place-based commissioning rather than simply being a commercial collaboration bidding to provide new services.
Despite the current challenging financial climate across public sector services, as a CCG we have continued to perform 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 are working with neighbouring CCGs through the Greater Nottingham Health and Care Partnership, as well as wider through the Nottingham and Nottinghamshire Sustainability and Transformation Plan footprint, to develop the efficiency and transformation measures required to ensure we are able to address ever increasing financial challenges in 2016/17 and beyond.

During 2016/17 we will continue to have conversations with local people about the cost of services, our financial challenge and how using the most appropriate service first time can be quicker and more cost effective.
How we spent our CCG allocation 2015/16

In line with its statutory duty, The CCG has:

- Operated within its running costs of £25 per head of population during 2015/16
- Delivered an agreed surplus of £6.53 million

Total spend £467.3m

Hospital Services £202.2m (43%)

Community Care Services £155.0m (33%)

Mental Health £50.8m (11%)

Prescribing £42.4m (9%)

Running Costs £7.4m (2%)

Other programmes and services £9.5m (2%)

Total spend £467.3m
Measuring our performance

Over the last year we have continued to achieve many national and local NHS performance targets, including referral to treatment waiting times and dementia diagnosis rates. We have seen improvements in critical areas such as reducing healthcare associated infection and improving access to psychological therapies. Our performance against national cancer waiting times is also steadily improving.

However, 2015/16 has been a challenging year for us in the delivery of the national urgent and emergency care targets, such as the emergency department four hour wait target and ambulance response times. Through our local Strategic Resilience Group and the Emergency and Urgent Care Vanguard work streams, we have continued to work with partners across the health and care system to plan and deliver the service changes required to improve performance and meet the demand facing the NHS both now and in the future.

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

Diagnostic test waiting times - % of patients waiting 6 weeks or more for a diagnostic test

- National target: 1%
  - Our performance: 0.8%

Estimated Diagnosis rate for people with dementia - Dementia diagnosis rate

- National target: 67%
  - Our performance: 87.6%

Improved access to psychological therapy - % of population entering therapy

- National target: 15%
  - Our performance: 15.1%

## Where we need to improve performance

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

- National target: 95%
  - Our performance: 90.1%

Ambulance response times - Category 1 – response within 8 minutes

- National target: 75%
  - Our performance: 69.1%

Cancer Care - Access to treatment within 2 weeks

- National target: 93%
  - Our performance: 92.5%
Sustainability performance

Nottingham City CCG is committed to using a sustainable approach to commissioning healthcare services to protect and improve health now and for future generations. We work closely with our partners and stakeholders to embed sustainability and carbon reduction into everything we do.

All NHS bodies are required to produce an annual Sustainability Report which detailing their performance on greenhouse gas emissions, waste management and use of finite resources.

We are proud to have achieved a 13% reduction in carbon emissions over 2015/16 against the baseline set in 2013/14. To ensure future reductions, the CCG has developed a Sustainable Development Management Plan which details how we aim to achieve our ambitious target of a 28% reduction in carbon emissions by 2020.

The CCG was awarded the Investors in the Environment (IE) Green Award Accreditation in May 2015 and was also presented with a Great Green Star Award for exceeding the IE criteria and demonstrating exceptional progress in integrating environmental sustainability into core business practice.
Our staff and workforce development

The CCG hugely values the commitment and contribution of our 130 staff. Our annual staff event promotes a culture of shared accountability for quality and patient outcomes – ensuring our workforce is engaged with and advocating the organisation’s vision and values.

The CCG encourages on-going personal development through a number of programmes facilitated by our close links with the NHS East Midlands Leadership Academy. We are a partner in a local initiative to increase diversity in senior leadership, giving potential leaders exposure and support to develop their leadership potential. We 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. The CCG is also seeking accreditation from the Carers’ Federation regarding support provided to employees who are carers. We are also working to obtain 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 set their own equality objectives and measure and publish their equality performance each year. The CCG’s Equality, Diversity and Inclusion Framework describes our current five equality objectives, which are detailed in our full annual 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 our priorities. The following examples show other ways in which we have progressed this area of our work over the last year.

Understanding barriers to access

The CCG has commissioned exploratory research to improve the uptake of long-term conditions services in Black and Minority Ethnic communities in Nottingham city. The study aims to identify the barriers to patients accessing and taking up the offer of primary care and community services supporting people with long-term conditions, particularly diabetes and respiratory disease.
Equal access to information and services for Deaf people

Nottingham City CCG is proud to have signed the British Sign Language (BSL) Charter to demonstrate our commitment to improving access to health services for the city's Deaf population.

Chief Officer Dawn Smith and Chair Dr Hugh Porter signed up to the Charter at a special event held at the Nottinghamshire Deaf Society in February 2016. Other signatories to the Charter included the British Deaf Association (BDA), the Nottinghamshire Deaf Wellbeing Action Group and other members of the local Deaf community.

The BDA developed the Charter to promote better access to public services for BSL users and support public agencies in meeting their equality duties.

The CCG has developed a three-year action plan to meet the commitments in the Charter and is working closely with the local Deaf community and the BDA to deliver this. Through implementing the plan the CCG aims to ensure that Deaf people have equal access to information and services in health settings and can participate in the diagnosis, treatment and management of their health.
Nottingham City CCG is committed to putting the voice of patients and the public at the heart of its commissioning. We produce an annual engagement report which outlines the CCG’s approach to engagement and gives a summary of the key engagement activities we have delivered during the year.

During 2015/16 we have undertaken a fundamental review of our approach to involving local people which has led to the design of a new engagement framework - enabling us to reach a broader range of people and ensuring that quality feedback informs how we commission services.

We have reviewed the membership of our People’s Council, who act as an advisory group to the Governing Body, to ensure as wide a representation as possible of the city’s diversity. We also developed and recruited a number of Patient Leaders to work with us in reviewing and reshaping services.

Our Engagement Framework and supporting toolkit for staff aim to ensure that meaningful engagement activity is undertaken at all stages of the commissioning cycle and we continue to seek new channels and partnerships to widen feedback opportunities.
Looking to the future

Nottingham City CCG is working hard to deliver NHS England’s *Five Year Forward View* - the national, future vision for the NHS. Through our vanguard programmes and partnership working with the Greater Nottingham Health and Care Partnership, we continue to drive innovations to improve the quality of care, patient outcomes and deliver the best value possible within the resources available to us.

We will continue to build on these partnerships as we focus on designing and implementing the Sustainability and Transformation Plan for Nottingham and Nottinghamshire and in refreshing our own CCG strategy during 2016/17.

We are looking forward to having conversations with the people of Nottingham and the organisations we work with to shape our 2016-2020 strategy. This will be crucial in making sure we focus on the health issues and services that matter most to our patients and commission appropriate and effective services that reflect the diversity of our population.

Disease prevention and promoting independence are key areas where we want to support local people more, finding new ways to help them live happier, healthier and longer lives.
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 team.communications@nottinghamcity.nhs.uk

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