



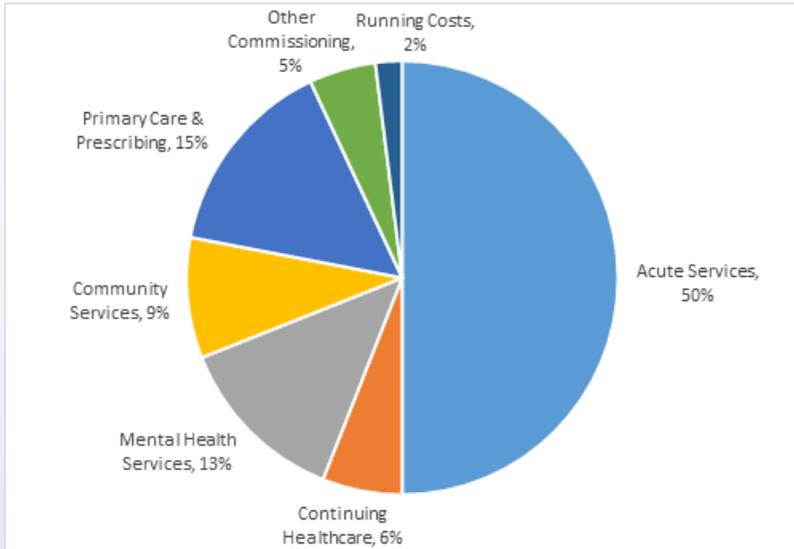
# Report to patients

A summary of our  
Annual Report  
2016/17



## The CCG's total budget for the year: £248.6 million

The CCG met its financial targets, including a year-end cumulative surplus of £5.8m and in-year efficiency savings of £9.3 million.



The total we spent on mental health services in 2016-17 was £46.2m, or about 19% of CCG expenditure. This is the highest percentage spend by a CCG in the East of England. The pie chart above shows 13% of our total spending (£31.4m) was on specific contracts with mental health providers, however further mental health expenditure is accounted for within other categories, such as Continuing Healthcare and prescribing.

### Activity

The number of Norwich patients admitted to hospital in an emergency fell by 6% compared to 2015/16; our HomeWard virtual ward was one of the initiatives contributing to this. Outpatient attendances rose by 4%. There is further performance information on pages 6 and 7.

## Welcome

This year we are proud that we have been able to invest in new services, particularly in mental health. With our partner CCGs we have funded expansion of the 'Early Intervention in Psychosis' service, perinatal mental health service, child/adolescent mental health services (CAMHS) including the CAMHS eating disorders service and agreed a two-year co-funding arrangement for a new Admiral Nurse specialist dementia service in central Norfolk.

Our Healthy Norwich programme has continued to deliver worthwhile projects such as smoke-free playgrounds and promoting the Daily Mile. We are continuing to develop a new model of care for Norwich that includes the *OneNorwich* GP alliance and our flagship HomeWard service, part of our *YourNorwich* programme.

There has been sustained pressure on NHS services caused by rising demand, not least on our GPs, ambulance service and hospital. This is why we must continue to transform the way NHS care is provided to our patients and help our money spread ever further.

Our Annual Report for 2016/17 can be read at [www.norwichccg.nhs.uk](http://www.norwichccg.nhs.uk)

Jo Smithson  
Chief Officer



Tracy Williams  
Chair



### FAST FACTS:

217,000 people - our resident patient population

24 GP practices - members of our CCG

NHS Norwich CCG is responsible for commissioning many NHS services including acute hospital care, mental health, community health, continuing healthcare, ambulance services and NHS 111.



During 2016/17 the CCG began planning a ‘new model of care’ for our successful *YourNorwich* and *Healthy Norwich* programmes, helping people to look after themselves better and providing

23 Norwich practices formed an alliance called *OneNorwich*. By working together, these practices aim to make primary care in Norwich sustainable for the future. Amongst other things, hospital staff are encouraged to view their patient’s GP record. *OneNorwich* also arranged more than 100 home visits in January and early March to help reduce winter pressures and increased GP capacity. 47% of these patients said they would have gone to hospital if not referred there by NHS 111.



**HomeWard** is Norwich’s virtual ward, in which patients are given more intensive nursing care and therapies at home, rather than go to hospital. There were more than 16,000 visits to patients over the year and more than 300 people were helped to remain at home rather than being admitted to hospital.

**Clinical pharmacists** - patients at five GP Practices in Norwich are being helped to stay safe and well at home thanks to a new team of clinical pharmacists. They can prescribe medicines after a patient has been diagnosed by a doctor, offer specialist advice on using medicines or carry out one-to-one reviews to ensure a patient remains on the right dosage.

**Our Healthy Norwich programme continues**

... including the Daily Mile at local schools (watch on our YouTube channel), plus Smoke-free Norfolk prescribing pilot and £40,000 in grants to continue addressing health and wellbeing.

**Perinatal Mental Health Service**

- a new service offering mums in Norfolk and Waveney targeted help. Designed and developed over 2016-17 using nearly £2.5m awarded by NHS England.



**Intensive Orthopaedic** - a back pain service. The

'care' in line with the NHS Five Year Forward View. This is the 'next step' programmes, aimed at strengthening primary care, preventing poor health by bringing care out of hospital, closer to where people live.

er more closely than ever before, the *OneNorwich* has seen its early successes, *OneNorwich* helped more than 3,200 extra GP appointments between capacity at the walk-in centre at Easter, for people waiting in A&E if this option had not been available.



### ed to deliver...

atch a film about it  
Play Parks, a social  
community projects



### egrated Musculoskeletal (MSK) hopaedic Triage, Physiotherapy d Occupational Therapy Service

community service for people with  
ck and muscle injury/enduring  
n. The new partnership is called  
e Integrated Therapy Partnership.

**Children and Adolescent Mental Health Service (CAMHS)** - we have increased capacity in the young people's Eating Disorders service. The county-wide targeted CAMHS service, Point One, received additional funding and we are working on additional support for schools and online help for young people.

**Diabetes Prevention Programme** - from January 2017, within the first 6 weeks, more than 500 patients at risk of developing diabetes joined this 9-month support programme.

**Dementia**- the CCG is a founder member of the Norwich Dementia Action Alliance, led by Age UK Norwich and participated in the launch of Norwich Dementia Friendly City.



The CCGs for Norwich, South Norfolk and North Norfolk agreed to match funding proposed by Dementia UK to develop an Admiral Nurse service. The total investment is £700,000 over two years. The Admiral Nurses in Norwich will offer support to those families with higher needs or a sudden crisis and additional dementia support workers in Norwich will be employed to support people with less complex needs.

The quality and safety of patient care sits at the heart of everything the CCG does. The CCG participates in regular Clinical Quality Review Meetings with local healthcare providers to review quality and safety, including Serious Incidents, Quality Issue Reports, patient feedback, workforce and Referral to Treatment times. The CCG works closely with providers to ensure that learning and recommendations from national guidance, and our patients' experience of care, are used to support and improve local services.

Quality and performance ratings can be found at [www.nhs.uk/myhhs](http://www.nhs.uk/myhhs)

During 2016/17 pressure continued on both the Emergency Department (A&E) at the Norfolk and Norwich University Hospital (NNUH) and on planned care.

Actions taken included retaining ambulance staff at the hospital 'front door' to co-ordinate arrivals, expansion of the Urgent Care Centre and development of the Discharge to Assess Pathway.

The NHS 111/GP out of hours services continued to improve steadily, meeting key performance targets during the year.

	Performance Indicator
<b>Mental Health</b>	Improving Access to Psych % of patients recovering aft
<b>Waiting times</b>	% patients waiting no more (NNUH)
<b>Diagnostics</b>	% of diagnostic tests within
<b>A&amp;E</b>	% of A&E waits within 4 hou
<b>Cancer Waits</b>	% patients treated within 31
<b>111</b>	% of calls answered within
<b>OOH Home visits</b>	% 'urgent' within 2 hours

## of local NHS services

The NHS faces unprecedented demand for services and Norwich's dedicated teams of doctors, nurses, therapists and many other NHS staff work hard to provide the care people need within the finite resources available.

The CCG monitors performance across many areas of the NHS and works with colleagues across the health and care system to make improvements where required.

Some key performance indicators are listed below:

	Target	Position At Jun 16	Position At Sept 16	Position At Dec 16	Year End Position Mar 17
ological Therapies (IAPT) er receiving service	50%	29.9%	36.2%	45.5%	42.2%
than 18 weeks from referral	92%	87.5%	86.2%	84.2%	84.6%
6 weeks (NNUHFT)	99%	98.0%	97.5%	99.2%	99.6%
urs (NNUHFT)	95%	88.9%	91.2%	79.3%	87.6%
days of decision to treat	96%	99.0%	98.8%	98.9%	99.0%
60 seconds	95%	91.7%	91.5%	86.0%	95.9%
	95%	96.96%	94.87%	88.96%	96.5%

### Involving the community in our decisions

The CCG's engagement lead advises on our legal duties around consulting and engaging patients, communities and stakeholders. She also advises on our legal duties under the Equality Act and on Public Sector Equality Duties for all Norfolk and Waveney CCGs.

During the year our Patient and Community Advisory Group provided further support to the CCG's engagement activities.

Our engagement work included:

- **Looked After Children** - leading a project to co-design new health passports, which was shortlisted for a national award.
- **Walk-in centre** - assisted NHS England with procurement and engagement activities
- **Bowthorpe Care Village** - patient insight stories from inception to six months on.

Would you like to join our Community Involvement Panel?

You can register, and also let us know which areas of health you have an interest in.

Please contact our Engagement Manager, Laura McCartney-Gray

**Email:** [laura.mccartney-gray@nhs.net](mailto:laura.mccartney-gray@nhs.net)

**Telephone:** 01603 751638

**Website:** [www.norwichccg.nhs.uk](http://www.norwichccg.nhs.uk)

