



NHS Norwich Clinical Commissioning Group



Summary Annual Report 2017/18

Welcome

The NHS has been looking after patients for 70 years. We must never lose sight of how much it has achieved. Looking to the next few years we must also ensure the NHS meets rising demand and maintains high quality services.

NHS Norwich CCG continues to transform local services, through a programme of change that commenced when the CCG was launched, in 2013. We now have a strong and exciting alliance of GP Practices called *OneNorwich*, a virtual ward called *HomeWard*, an integrated team called *NEAT* that makes sure people with urgent, complex needs receive the right package of care, our *Healthy Norwich* programme, and a raft of other innovations which form the basis of our *'YourNorwich New Model of Care'*. This work, and the skill of our local doctors, nurses and other health and care professionals, helped reduce the number of Norwich patients needing to go to hospital in 2017/18 (details on page 7).



Jo Smithson

Jo Smithson
Chief Officer



Tracy Williams

Tracy Williams
Chair

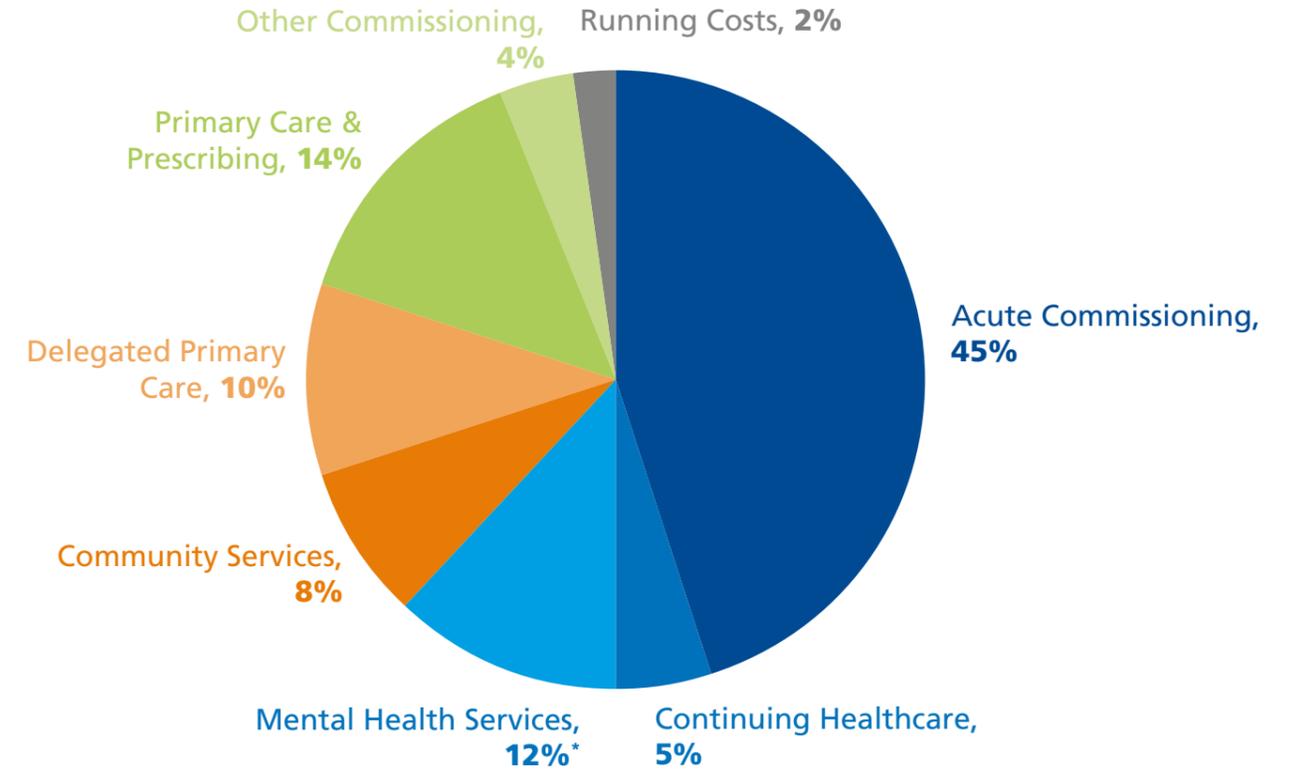
What we do

Norwich CCG commissions services that provide care to Norwich patients and works closely with neighbouring CCGs, NHS England and local councils to commission services on a wider scale.

We are a member of the Norfolk and Waveney Sustainability and Transformation Partnership (STP) which seeks to make services more resilient and make the most of the money we have.

How we spent our money

This is how the CCG spent its budget:



*Total spend on mental health including prescribing and specialist packages of care was 17%

Whilst there was a rise in the annual financial allocation, this was outstripped by increases in costs and demand. As a result, the CCG has continued to make efficiency savings. In 2017/18 the CCG's savings target was £9.7m, and the actual savings delivered were over 87% of this target.

23
member practices

235,000
patients in Norwich CCG area

£295
million
Our budget in 2017/18

49,228
A&E attendances by Norwich people

£8.5
million
Efficiency savings achieved so that our budget was balanced

70
years of the NHS

The *Your*Norwich New Model of Care



All of us want to stay well and independent, rather than go to hospital or into care, and we want services close to where we live if possible.

This means we need NHS services (such as GPs, community services and our hospitals) to work better together and in partnership with social care.

The *Your*Norwich New Model of Care will be our framework for the future, building on our transformation work which began in 2013.

Prevention

The Daily Mile – encouraging schools to run a mile every day.

Breastfeeding Friendly GP Surgeries

#smokefreesidelines campaign, discouraging parents from smoking at their children's local football matches.

Our film is at https://youtu.be/7Cz7Nk_zc8k

SugarSmart – the CCG made a vibrant animation about the harms of excess sugar consumption in fizzy drinks. www.bit.ly/sugarsmartnorwich

Diabetes - 1109 Norwich patients were referred to the National Diabetes Prevention Programme, offering diet and lifestyle advice to reduce the risk of acquiring type 2 diabetes.

Healthy Norwich Grants Programme – Working together with Norfolk Community Foundation, grants were made to projects that improved health and wellbeing and addressed health inequalities.



Planned Care

E-referrals (e-RS) – the CCG has worked with NNUH to end paper referrals for most specialties and move to electronic referrals only.

Enhanced Care in Care Homes – GP practices have been commissioned to undertake 'ward rounds' in care/nursing homes; training in dementia, falls and nutrition/hydration; the 'Red Bag' scheme rolled out – a patient's personal belongings and care home notes packed in one 'grab bag' in case of hospital admission.

Norwich INC (Integrated Neighbourhood Care) - based on the success of NEAT (see page 5), integrated working within planned care is being piloted in one of our four 'localities'.

Dementia - The CCGs for Norwich, South Norfolk and North Norfolk jointly fund an Admiral Nursing Service, with Dementia UK.



Unplanned care

NEAT (Norwich Escalation Avoidance Team) provides a single point of access for urgent, unplanned health and social care needs, where co-located staff work together to coordinate an integrated response. More than 1300 people were helped by NEAT this year.



HomeWard – Continuation of our 'virtual ward' where patients who would otherwise be admitted to hospital are cared for at home by a specialist team.



Mental Health Wellbeing Hub – partners in the STP are planning wellbeing hubs, modelled on Crisis Cafés elsewhere in the country.

Primary Care

The GP Forward View (GPFV), published in April 2016, outlined the challenges faced by modern General Practice and suggested transformation to make services more resilient and sustainable.

OneNorwich, the alliance of all but one of the GP practices in Norwich, has introduced new systems to support GPs, piloted a repeat prescribing hub, provided 3,400 extra appointments over winter, implemented 'protected learning' for all practice staff, and is introducing more GP or nurse appointments at evenings and weekends.



2017/18 milestones

The Norfolk and Norwich University Hospital achieved the 62-day cancer waiting time standard as an average in the third quarter of the year. As a result the (then) Health Secretary Jeremy Hunt wrote to offer his congratulations.

IC24 which provides NHS 111 and the Out of Hours services introduced a Clinical Assessment Service (CAS) at weekends and bank holidays. Doctors handle more complex 111 calls and are able to advise on better self-management or arrange the most appropriate NHS response.

The CCG commissioned a successful pilot Lymphoedema complementary therapy service for central Norfolk.

Health improvement practitioners hosted by NCH&C's CityReach unit worked to identify and support people who make frequent visits to A&E that are not always medical. They are then helped to resolve their issues. This means they do not feel they need to rely on emergency care services in the future.

Mental Health:

- The total CCG spend on Mental Health services in 2017/18 was £49m, or 17% of total CCG expenditure.
- A new Community Perinatal Service was mobilised.
- NNUH secured core 24-hour Psychiatric Liaison Services, following substantial recruitment towards the end of 2017.
- The Early Intervention in Psychosis service in central Norfolk has been extended to look after a wider age range of people.



Quality

The quality and safety of patient care sits at the heart of all NHS Norwich CCG activities. The team is responsible for monitoring quality and safety issues, using feedback to identify risks and supporting providers to maintain or raise quality of care.

Key projects this year have included;

- Development of a Pressure Ulcer Strategic Group
- Closer Working with General Practices
- New Central Norfolk Lymphoedema Service
- Individual Case Management
- Pan-Norfolk Care Home Newsletter

A snapshot of Norwich performance data

	Performance Indicator	Target	Position At			Year End Position Mar 18
			Jun 17	Sept 17	Dec 17	
Mental Health	IAPT Waiting Times - 18 Weeks	95%	100.0%	100.0%	100.0%	99.5%
Referral to Treatment	% incomplete RTT pathways within 18 weeks (NNUHFT)	92%	86.7%	84.8%	83.8%	84.8%
Diagnostics	Percentage of diagnostic tests within 6 weeks (NNUHFT)	99%	99.3%	99.2%	99.2%	99.5%
Cancer Waiting Times	31 days subsequent cancer treatments – surgery	96%	100.0%	100.0%	96.2%	83.3%
	62 days first treatment following urgent GP referral	85%	83.7%	91.5%	93.0%	86.7%
	14 days seen following urgent GP referral for suspected cancer	93%	93.9%	95.4%	98.7%	93.7%
A&E	A&E waits within 4 hours (NNUH)	95%	91.4%	82.7%	80.6%	77.9%
111	% of calls that were answered within 60 seconds	95%	96.0%	97.3%	66.0%	71.4%

■ Target met ■ Target not met

Thanks to innovative services such as HomeWard and NEAT (see pages 4-5), and continuing efforts by our GPs, practice nurses and community health teams, there was a fall in admissions to hospital in Norwich. GP referrals were down by 4% on last year; elective and emergency admissions were down by 3%. A&E attendances rose by 3%

A full list of performance figures can be found in our main annual report or on our website (in papers submitted to Governing Body meetings).

In 2017, the CCG was rated as "Good" by NHS England in its annual assessment. Further details about how the CCG is rated in a range of different areas can be found at www.nhs.uk/my NHS

Engagement

The CCG has a statutory duty to ensure public involvement and consultation in commissioning and decision making processes.

This year projects have included:

Patient experience commissioning stories for Governing Body meetings in public.

Patient insight regarding the move of residents from residential care homes around the city of Norwich into the newly built Housing with Care and Dementia Unit at Bowthorpe Care Village.

Non-Emergency Patient Transport Service - redesign of patient facing information cards and booklets.

Primary Care - Support for Newmarket Road and St Stephens Gate with their 'soft merger'.

Partnership - the CCG meets regularly with 3rd sector organisations, ensuring they are up to date with plans at both a local and 'STP footprint-wide' level.

YourNorwich New Model of Care – see pages 4 and 5. We are looking to members of the public in 2018/19 to take part in our 12 week consultation.

Find out more at www.norwichccg.nhs.uk

There is more about our engagement work, and how to get involved, on our website.



If you would like this report in a different format please email laura.mccartney-gray@nhs.net or telephone 01603 751638.

The CCG's full Annual Report can be found here:
<https://www.norwichccg.nhs.uk/about-us>