



Wolverhampton
Clinical Commissioning Group



Annual Report Summary 2018/19

Wolverhampton CCG

What we did in 2018/19

This is a summary of the key work done by Wolverhampton CCG during 2018/19. You can find a full annual report, including financial accounts, on our website.

<https://wolverhamptonccg.nhs.uk/>



Our clinical leaders



Dr D Bush



Dr J Parkes



Dr M Asghar



Dr M Kainth



Dr R Rajcholan



Dr R Gulati

Chair's foreword

Welcome to the 2018/19 Annual Report Summary.

I am very proud to report how our pioneering achievements have led to significantly improved care for our patients in Wolverhampton. Our member practices continue to embrace new and innovative ways of working and the results have been outstanding.

Yet again our commitment to patients in Wolverhampton was recognised by NHS England when we were awarded an 'Outstanding' rating in their 2018/2019 annual assessment. This is the highest possible rating by NHS England and the fourth consecutive year that the CCG has been recognised as 'Outstanding'. This puts Wolverhampton in the top 1.5% of CCGs nationally over that period.

I am delighted to report that over 24,000 extra appointments were made available this year at four hubs in different geographical locations in Wolverhampton. Patients can now access a GP when they need to, particularly at those times an urgent same-day appointment is required without having to resort to urgent and emergency care services. It also means more people will be seen and treated closer to home in their own community. Appointments are available from 6:30pm – 8:00pm on Monday to Friday and access is also provided on Saturdays, Sundays and Bank Holidays.

Another key highlight is our major uplift in NHS Health Check performance from the lowest quartile to the top tier of performers nationally. The NHS Health Check is playing an important role in the prevention and early detection of cardiovascular disease. This work, in collaboration with public health, has seen the number of eligible adults who have received a health check rise from 11% to 41%. We have enabled practices to really scale up their provision of health checks and we have performed almost three times as many health checks across the City this year compared to our last financial year.

Achieving these excellent results has only been possible through the collaborative working arrangements between primary care practices. This means we are ideally placed to make a success of the Primary Care Networks (PCNs) that form a key part of the NHS Long Term Plan. A key benefit of PCNs is to offer more personalised, coordinated health and social care to their local populations. In Wolverhampton we have already strengthened the working relationships between GPs, acute and community services so that patients benefit from seamless and consistent patient care. All the work that we have done in transforming primary care will enable us to have PCNs in place swiftly and effectively.

We continue to make significant strides forward in our journey towards an Integrated Care System (ICS) across the Black Country and West Birmingham. In addition, we are developing our Integrated Care Alliance (ICA). This is a collaborative working between primary care, our acute and community trust, public health, the mental health trust and the local authority. I can report that strong progress has been made in improving integrated care around frailty, mental health, children and young people and end of life for the whole of Wolverhampton.

During the last year, I have been privileged through my leadership programme at Kings Fund, to meet with many inspirational colleagues across the country who are making a real difference to patients with their own integrated care systems which we can certainly learn from. It's important that we all share best practice and we are working closely together with our partners in the Black Country and West Birmingham, where demand for health and care services is growing and evolving.

Our CCG is playing a pivotal role in the development of joint working across the Black Country and West Birmingham STP to ensure that we secure the best possible care for the people of Wolverhampton. In April 2018, Dr Helen Hibbs, our Accountable Officer, took over the reins as Senior Responsible Officer for the STP. Our executive Steven Marshall is leading on mental health, Sally Roberts is lead nurse for the STP and its Clinical Leadership Group, Mike Hastings is the IT & Digital Lead and I am heading up the Black Country Joint Commissioning Committee. We are making strong headway in developing approaches to closer working with the other CCGs in the Black Country to commission services across the STP footprint.

Making better choices today can have a big impact on our health and I have been working with our communications team to ensure that local people have the key information they need to stay in good health throughout the year. Our PR campaigns included winter, self-care, diabetes, bowel cancer awareness and Play your Care Right.

The NHS 70 celebrations last July were an important reminder of the key role that the NHS plays in all our lives. This was brought home to me when a spell of ill health resulted in me experiencing at first hand the extraordinary care that our NHS staff deliver.

I would personally like to thank our dedicated CCG staff for the outstanding work they do every day to make sure people in Wolverhampton receive the best possible care. This includes our communications and engagement team who have been actively working with patients to obtain their views and feedback on the improvements we have introduced. A special thank you also goes to our hard-working GPs and member practice teams and for their active participation in all the pioneering schemes aimed at transforming patient care. Finally, thank you to all our patients and patient groups who have worked with us to ensure that local health care continues to develop and meet the needs of the population we serve.

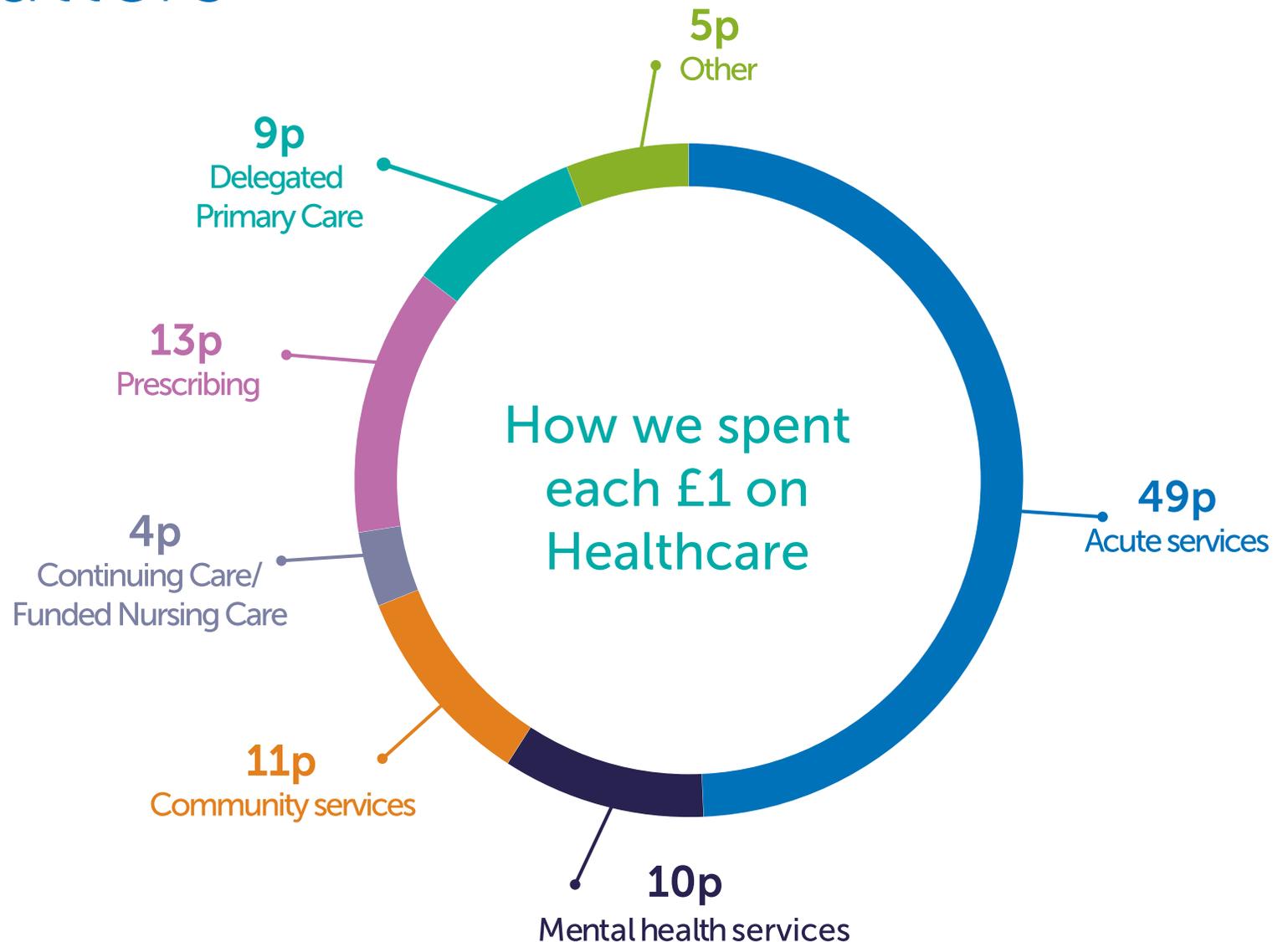


Dr Salma Reehana
Clinical Chair

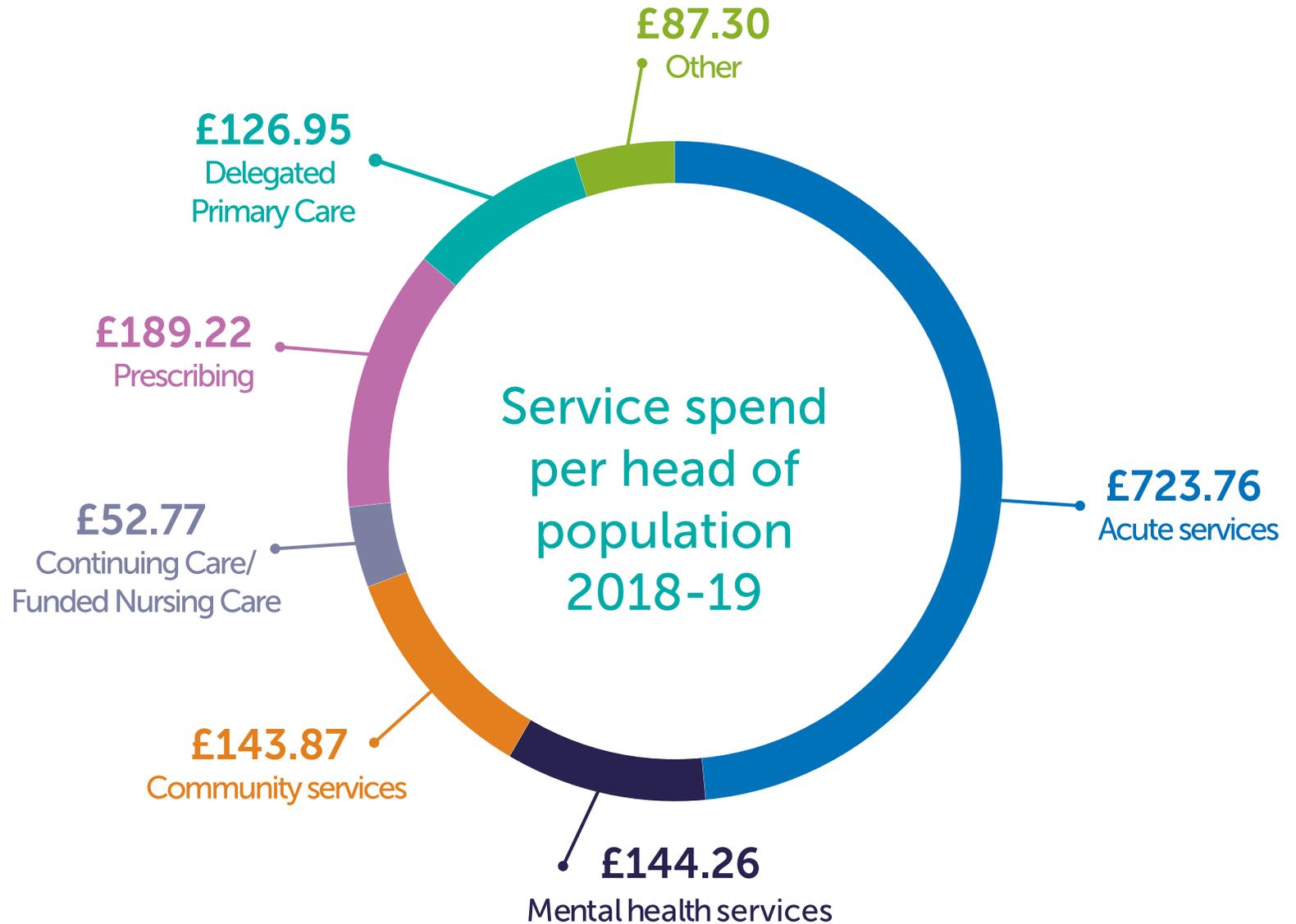
Money Matters

Our total budget for the year was £414.050m (excludes surpluses brought forward). The total budget included £5.560m to run the CCG. Overall, we managed to stay within the money that was allocated to the CCG.

We did overspend on some things, hospital services mainly due to increased emergency admissions and mental health services mainly due to complexity of cases but these were offset by underspends in other areas.



In 2018-19 the CCG spent £1,468 per person on providing healthcare services to people registered with a WCCG practice.



Primary care

Over the last year, the CCG has worked hard to improve access to primary care and deliver quality services for patients in Wolverhampton. Our member GP practices have continued to embrace new ways of working which has led to innovative improvements in primary care.

While we recognise that there is still work to do, we are proud of what we have achieved in the last year.

Services at scale

In Wolverhampton our GP practices have been working together for some years. This year, they have started to work even more collaboratively through the formation of Primary Care Networks (PCNs). These are groups of practices who work together, at scale, to make general practice more resilient and improve patient experience. Through sharing resources, practices can provide a wider range of services to patients and integrate more easily with the wider health and care system.

There are six PCNs in Wolverhampton and each is formed of approximately seven practices. The six PCNs are derived from the models of care previously in place. These were collaborations between GPs, established as Primary Care Homes, Medical Chambers and Vertical Integration models, each with their own partnership and data sharing agreements in place. With the inception of PCNs, the groups have built on this already established basis, entering into networks that are both geographically cohesive but also retain the partnership structures already in place.

This new way of working has led to key improvements for patients in Wolverhampton and these have been positively recognised by NHS England. These improvements include a seven day service in primary care, an additional 2,700 appointments available each month and the ability to book routine and urgent appointments within the groups.

Care when and where you need it

We want to ensure that the right treatment is available for patients in the right place at the right time. Great importance is being placed upon patients being able to access the most appropriate professional for their needs, which is not always a GP. Our GP practice teams have expanded to include pharmacists, physician's associates, care navigators and social prescribers. This means that patients can access various types of appointments with different practice staff, depending on their need.

Online services

The CCG has also been working to extend access to online services for patients. We have introduced a two way texting system for practices and patients to use. Reminders are sent to patients for their upcoming appointments and they can respond to say whether they can attend or not. This has led to reduced Did Not Attend rates in Wolverhampton.

Pilots are currently being undertaken to support the roll out and development of online triage and consultations.

Working in partnership

To be effective our CCG needs to work with a range of partners to ensure we are commissioning the right services for the people of Wolverhampton. This year, we have continued to strengthen relationships with our partners and have worked collaboratively to improve health and social care outcomes for patients. We have done this by:

Developing our Integrated Care Alliance

Over the year we have progressed our Integrated Care Alliance (ICA), which is the work that we are doing with partners across the City to keep people healthier for longer, right from birth.

We are working with partners to develop an ICA which is the best fit for local people. We want to ensure people can access the services that they need as close to their homes as possible, relieving pressure on our acute hospitals where we can.

In January this year, a series of engagement events were held for clinicians and managers of the ICA's partner organisations including: City of Wolverhampton Council, Wolverhampton Clinical Commissioning Group, Wolverhampton Primary Care, The Royal Wolverhampton NHS Trust and Black Country Partnership Foundation Trust. The event held at The Molineux Stadium was well attended by over 70 stakeholders. Attendees heard about what the ICA will mean for the 39 organisations involved and about work beginning on the first four clinical Workstreams. These are End of Life, Frailty, Children and Young People, and Mental Health.

This work forms part of our journey towards an Integrated Care System; a new type of even closer collaboration between NHS organisations and local councils, which will see us taking joint responsibility for managing resources and improving the health and wellbeing of our population.

Working with partners in the Black Country and West Birmingham Sustainability and Transformation Partnership

We continue to work collaboratively with partners in the Black Country and West Birmingham Sustainability and Transformation Partnership (STP), which aims to deliver sustainable, integrated health and care services that improve the health, wellbeing and prosperity of our residents.

Key achievements over the year include:

- A new specialist perinatal mental health service that provides timely support and treatment for pregnant women and new mums
- Developing a clinical strategy with local clinicians to ensure better health, better care and better value of services
- Introducing new workforce schemes that encourage GPs to stay in the primary care workforce
- A cash injection of £79.4 million to modernise and transform NHS services and healthcare facilities across the Black Country and West Birmingham.
- We are leading on developing a digital strategy and implementation plan and overseeing the implementation of digital innovations for patients and clinicians across the whole health economy

Improving flu-uptake in school children



One of the significant successes of this year's collaborative efforts has been our work with the City of Wolverhampton Council's Public Health and Communications teams, alongside The Royal Wolverhampton NHS Trust, to develop the 'flu fighters' campaign aimed at school children eligible for the flu vaccine (Reception to Year 5). The local 'flu fighters' story was circulated to 28,000 children across the City, along with a digital video sequence, to creatively engage young children and families with the importance of flu vaccination. Overall uptake in school children this year has risen from the lowest to the highest in the Black Country, and we have seen the highest improvement across every year group within the West Midlands region.

Increasing access to NHS Health Checks

The NHS Health Check plays an important role in the prevention and early detection of stroke, kidney disease, heart disease, type 2 diabetes and dementia, and has been a focus for the CCG and the City of Wolverhampton Council's Public Health team this year. By working together through a new joint commissioning model, we have made it easier for GPs to identify eligible patients and, in turn, for those patients to receive a health check. Since April 2018, the number of eligible adults who have received a health check has risen from 11% to 41% and we have performed almost three times as many health checks across the City compared to our last financial year. This has seen us rise from one of the lowest performers of NHS Health Checks to the top tier of performers nationally.



Dr Salma Reehana, Chair of Wolverhampton CCG with health and social care staff at the opening of the first community integrated hub



NHS 70 Celebrations

5 July 2018 marked the NHS's 70th birthday and we celebrated with patients, the public and our partners by hosting a tea party at Sainsbury's St Marks.

Developing mental health services



We recognise that people’s emotional wellbeing is just as important as their physical wellbeing and this year, we’ve worked with our partners to provide more support for our population.

Supporting new and expectant mums

A key achievement has been the implementation of a Specialist Community Perinatal Mental Health Service, which covers a critical gap in access to specialist care across the Black Country and West Birmingham footprint. The service is now fully operational and provides care and treatment to new and expectant mums experiencing severe mental health difficulties.

As the second stage of this work, we are hosting a Perinatal Mental Health Whole System programme, working with the Black Country and West Birmingham Local Maternity System. Through this, we will provide a stepped model of care to support mothers and fathers throughout the perinatal period to maintain and develop good mental health.

Supporting people into work

This year, we have worked with the Dudley and Walsall Mental Health Partnership Trust to secure funding from NHS England to deliver employment support for patients with severe mental health conditions, on an STP footprint. Individual Placement Support is an evidence-based programme that aims to help people find and retain employment. For the service user the benefits of being in employment include an income and a greater sense of purpose and wellbeing, while for the health system there is an overall reduction in the use of primary and secondary mental health services, leading to improved efficiency and savings.

Working with our colleagues in the Black Country Partnership NHS Foundation Trust (BCPFT), the Voluntary Sector Council and the City of Wolverhampton Council, we have developed plans to deliver a Recovery College in 2019, which will support service users and carers of all mental health services to access help and support with regards to their wellbeing and future.

We are also very proud to continue to host the Thrive into Work programme for the Black Country and West Birmingham STP. The programme supports people with mental health and/or physical health difficulties into paid employment or self-employment.

Improving access to services

Across primary and secondary care, we have worked with GPs and BCPFT to improve access to essential Physical Health Checks for people with severe and enduring mental illness. This year, we have seen the number of eligible adults who have received a health check rise from 11% to 41%.

We have extended our commissioning of Primary Care Counselling and Core IAPT (Improving Access to Psychological Therapies) services to include the delivery of online therapy via the Big White Wall and to commence our plans to deliver IAPT for people with a long-term condition. The Big White Wall is an online community for people who are stressed, anxious or feeling low. People can access the forum at any time and there is round the clock support from trained professionals.

To ensure that, wherever feasible, people from Wolverhampton can access care as close to home as possible, we have continued to work with providers and colleagues within the City of Wolverhampton Council to commission community services based care pathways and care packages that provide safe, sound and supportive care for people of all ages. At the same time, we have focussed on bringing patients closer to home where they are currently being cared for outside of Wolverhampton. This will improve patient and carer experience and outcomes, value for money and financial sustainability, and allow for re-investment in more locally based care.

Child and Adolescent Mental Health

This year we have developed our Child and Adolescent Mental Health services (CAMHs) Transformation Plan for 2018-2020 to ensure that services across the City meet the current and future needs of our children and young people.

We have made great strides in improving the gap in provision of lower intensity emotional mental health and wellbeing services in Wolverhampton. In April 2018, we jointly commissioned a new service with the City of Wolverhampton Council and HeadStart to provide children and young people with advice and support for any concerns relating to mental and emotional wellbeing. Through the Beam Wolverhampton service, children and young people up to the age of 18 (up to the age of 25 for care leavers or anyone with a disability) have access to online resources, scheduled sessions with qualified therapists and a drop-in service where young people don't need an appointment to speak to trained staff. It is estimated that this service will support over 2,000 children and young people in our City every year.

Children and young people aged 11 to 18 can now also benefit from a new online counselling service which we launched during the year. The service, which is provided by Kooth, is a free, safe, confidential and non-stigmatised way for young people to receive counselling, advice and support online. Young people self-refer to the service via www.kooth.com.

The therapy team are qualified counsellors and psychotherapists who deliver evidence-based interventions. The counsellors have clear pathways into other services and ensure the young person gains information needed and is signposted to the most appropriate provision.

Improving quality

Quality is at the heart of everything we do here at Wolverhampton CCG. As responsible commissioners, we are fully committed to driving quality and improvement in services, ensuring a positive patient experience and making sure all services commissioned are safe and effective.

One of the ways we have improved quality and patient safety this year is through our Safer Provision and Care Excellence (SPACE) programme. SPACE was set up to train care home staff and managers in safety improvement techniques, with the aim of strengthening the safety culture and reducing the incidence of adverse events in care homes.

18 care homes in Wolverhampton took part in the two year programme and their achievements were recognised at an event held in November 2018. Participants came together to share their learning and best practice. Key outcomes included: low rates of harm, low A&E usage and hospital admissions, and the development of innovative care environments to improve the wellbeing of residents. One care home developed a relative's bereavement room, widowers club, tea room and hairdressing salon.

The feedback from the programme has been extremely positive and has been recognised locally and nationally. Although the two year programme

has ended, the CCG is committed to continue the work within care homes and share our best practice with others. A sustainability plan has been developed in conjunction with Walsall CCG, City of Wolverhampton Council, Continuing Health Care and acute trust colleagues to support continuation of the programme beyond December 2018.

Improving cancer performance

During 2018/19 there have been challenges in relation to mortality performance within The Royal Wolverhampton NHS Trust. As a result of this, significant quality improvement initiatives have been implemented to drive improvement. The CCG has established a system wide Mortality Improvement Group, with good representation across the system, including Public Health and Primary Care. Data analysis has identified key areas of focus and initial indications are identifying that this is having a positive impact on mortality rates within our population.

This year, cancer performance has been impacted by increasing demand and reduced capacity. The CCG has worked collaboratively with the provider, the cancer alliance, NHS England and NHS Improvement, and across the wider Black Country system to identify initiatives to help mitigate risk for our population and improve performance. Robust processes have been developed to ensure any potential harm associated with delays are assessed and any learning identified. So far, no adverse harm has been identified as a result of the waits.

Engaging people and communities

We are committed to engaging with local people and communities to understand their needs and use the information we gather to improve services for our population.

Some highlights of the engagement activity we carried out during 2018/19 are listed below.

Children's services - In June 2018 we attended a Wolverhampton SEND event to engage with parents and carers about their experiences of health services across the city. Information gathered at the event will help to shape future commissioning.

Skin (Dermatology) services - During January and February 2019 we asked Wolverhampton residents' views about dermatology (skin) services. We asked participants to tell us their current and past experiences, share their views and help shape the future design of community dermatology services in Wolverhampton. We held two focus groups and shared an online survey to gather opinion. We will use the feedback we received to inform the decisions we make on how community dermatology services are provided in Wolverhampton.

Prescribing over the counter medicines - In August 2018 we engaged with members of the public on reducing prescribing of over the counter medicines for minor, short-term health conditions.

We set up a survey to ask people their views on whether medications that are available to buy over the counter should continue to be available on prescription. We promoted the survey via our online channels and attended two groups across the city to do some targeted engagement. The groups we attended were a respiratory group and an older people's group. We had 180 responses to the survey. To support and implement the changes, we have distributed posters and leaflets to GP practices to be displayed in their waiting areas.

A full list of engagement activity that took place during 2018/19 and upcoming engagement opportunities can be found on our website.



Accountable Officer's conclusion

Our annual report is a clear demonstration we have maintained our high levels of performance and driven innovative improvements for the patients we serve

The CCG continues to remain financially stable which means that we are well placed to deliver even further patient benefits. Our strong position captured the attention of the Health Business Awards judges who presented us with the Clinical Commissioning Award for 2018. We were chosen as the winner because we are "one of only three CCGs recognised by NHS England as outstanding for three years in a row (2017/18), and its positive relationship with member practices is demonstrated by consistently improving survey results."

Looking back on our achievements in 2018/19, we are proud to have made a significant difference to the patient experience in Wolverhampton. Our successful partnership with our member GP practices has been vital in creating better access arrangements for patients, which includes seven day working. Patients can now access care more rapidly at a time that is more convenient for them.

There has also been an increase over the year in our Rapid Response team of nurse practitioners who can support patients in care homes or in their own homes which means that they can receive swift treatment without going into hospital.

Our GP practice teams have expanded so that patients can now have access to pharmacists, physician's associates, care navigators and social prescribers. We are also currently working on exciting initiatives such as online consultations for patients that are unable to physically attend appointments. The introduction of a two way texting system for practices and patients to use has led to reduced 'Do not attend' rates as text reminders are now sent to patients.

Improving the quality of patient care is paramount and our Safer Provision and Care Excellence (SPACE) programme has received national recognition. This two-year large-scale Care Home Quality Improvement (QI) programme has significantly improved and strengthened safety culture in care homes and improved the wellbeing of care home residents.

The launch of the BEAM Wolverhampton service will be pivotal in improving the emotional mental health and wellbeing of thousands of children and young people in Wolverhampton. The service is commissioned by our CCG in partnership the City of Wolverhampton Council and HeadStart Wolverhampton and will support over 2,000 children and young people every year.

We continue to work collaboratively with partners in the Black Country and West Birmingham Sustainability and Transformation Partnership (STP), which aims to deliver sustainable, integrated health and care services that improve the health, wellbeing and prosperity of our residents. Key achievements over the year include a new specialist perinatal mental health service, introducing new workforce schemes that encourage GPs to stay in the primary care workforce and a capital allocation of £79.4 million to modernise and transform healthcare facilities across the Black Country and West Birmingham.

The success of the local NHS70 celebrations last year was a positive demonstration that Wolverhampton people are immensely proud of the NHS and the Long Term Plan, launched in January 2019, will ensure the NHS is fit for future generations.

We are now working with primary, community and mental health services on our local plan for 2019/20. This will determine how we intend to take the ambitions that the NHS Long Term Plan details and turn them into local action to improve services and the health and wellbeing of our population.

We would like to thank all our staff and all our member practices for their dedication and commitment to improving patient care and ensuring that patients remain at the heart of everything we achieve.



Dr Helen Hibbs MBE
Accountable Officer



MAY

**Black Country and West Birmingham
STP Mental Health Summit**
(May 2018)

JUNE



OCTOBER

NHS 70 celebrations
(July 2018)

JULY

**IT improvements to
share care records**
(June 2018)



APRIL

**Rated Outstanding
for the fourth year
running by NHSE**



**THE
FUTURE**



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Recognised as an outstanding
CCG four years running