

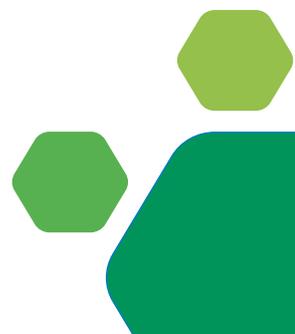
# Annual Review 2015/16



**Highlights**

**Progress on our priorities**

**How we've listened and responded**



## Chair's welcome

**This has been a year of great achievement for us, with innovation and integration driving our performance and building on our track record of improved health outcomes for local people.**



Over the last year we have made significant progress working alongside patients, the public and health and social care providers to gain a better understanding of what our community needs, and to develop services that best meet those needs.

Involving patients and the public is always central to what we do. We encourage local people to get involved in the design, management, delivery and review of the services we develop and commission, and to assess the quality of services through feedback on their experiences, helping us to identify problems and find solutions.

Our Bradford's Healthy Hearts campaign continues to go from strength to strength with now more than 700 people on vital stroke preventative medicine. This means that the risk of a stroke has fallen by up to 75% in these patients – avoiding nearly 30 devastating strokes a year.

All our 40 GP practices are involved in the campaign which has also seen a reduction of 10% in strokes, heart attacks and deaths from cardiovascular disease. Healthy Hearts also won three national awards and has a striking new website.

Our success in the last year is highlighted by the national recognition given to a number of our projects and by the investment we have secured from national programmes, such as the national NHS diabetes prevention programme, to further develop our innovative approaches to improving local health and social care.

From 1 April 2015, our CCG also became responsible for the co-commissioning of local GP services. We were one of only 64 CCGs in the country that has been given this responsibility, delegated from NHS England. This means that local people will have a greater say in deciding how services are developed.

We know we can only create real change if we do it in partnership with local people, and we have now strengthened our commitment to patient engagement by the development of a People's Board for both Districts and City CCGs.

**Dr Andy Withers**  
**Clinical chair, NHS Bradford Districts CCG**

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## Who we are and what we do

We are NHS Bradford Districts Clinical Commissioning Group (CCG). We buy, plan and monitor local health services. Set up in 2013, CCGs give local doctors and people more say in organising their own health services.



### We are:

- made up of GPs from 40 local practices
- chaired by Bradford GP Dr Andy Withers
- supported by a governing body of GPs, members of the public, nurses and other professionals



We work closely with other CCGs across the Bradford district, as well as Bradford Council, NHS England and the public.



Bradford Districts CCG is part of a team of local partners which is delivering new models of care across the district to bring NHS services closer to people's homes and communities, and helping more people stay independent for longer.



We buy in a wide range of services. These include planned hospital care, rehabilitation services, urgent and emergency care (including NHS 111 and out-of-hours services), most community health services (such as podiatry, district nursing and physiotherapy) and mental health and learning disability services.



Many of these services are provided by local NHS organisations – Bradford Teaching Hospitals NHS Foundation Trust and Bradford District Care NHS Foundation Trust. We also buy services from not-for-profit organisations based in the local community.

**Our vision is better health for the people of Bradford**

## Our governing body

The governing body is responsible for reviewing decisions, policies, aims and objectives, for formally approving our plans, and looking after our money and assets.

In our third year we have continued to make good progress against our aims and objectives. In the coming year we will continue to review and refine our governance plans, ensuring arrangements are flexible enough to meet the changing needs of the CCG.

The governing body meetings are open for anyone to attend. Our governing body membership is set out below and there are more details about its role and responsibilities on our website:

[www.bradforddistrictsccg.nhs.uk](http://www.bradforddistrictsccg.nhs.uk)



Dr Andy Withers,  
clinical chair



Dr Carsten Grimm,  
GP



Helen Hirst,  
chief officer



Dr Perviz Iqbal,  
secondary care consultant



Jane Hazelgrave,  
chief finance officer  
(to 17 Jan 2016)



Bryan Millar,  
lay member (finance)



Robert Maden,  
chief finance officer  
(from 18 Jan 2016)



Anita Parkin,  
director of public health



Julie Lawreniuk,  
chief finance officer  
(from 2 May 2016)



Richard Wilkinson,  
lay member (governance)



Colin Philpott, lay member  
(patient and public involvement –  
to 31 Dec 2015)



Angie Clegg,  
registered nurse



David Richardson, lay member  
(patient and public involvement –  
from 1 Feb 2016)

# Working with our partners

Our close working relationship and collaboration with our health and social care partners across the district has been strengthened further over the last year.

## Neighbouring CCGs



NHS Bradford Districts CCG, NHS Bradford City CCG and NHS Airedale, Wharfedale and Craven CCG work together on commissioning services such as maternity, children's, mental health, learning disabilities and continuing healthcare.



We also work with our regional CCG partners through the Healthy Futures programme, which is made up of the 10 CCGs of West Yorkshire, plus NHS Harrogate and Rural District CCG. Priority areas for the Healthy Futures programme are cancer, paediatrics, mental health, specialised commissioning, stroke and urgent/emergency care.

## Our NHS providers



We commission services from two NHS trusts in Bradford (Bradford Teaching Hospitals NHS Foundation Trust and Bradford District Care NHS Foundation Trust), alongside other service providers. Our ambulance services are provided by Yorkshire Ambulance Service NHS Trust, which is also the provider of the NHS 111 service for our region.

## Community, voluntary and faith sector organisations

The role of the community, voluntary and faith sector (often referred to as the third sector) is crucial, not only for the delivery of some services we commission from them, but also to support us to engage with some community groups that are sometimes referred to as 'seldom heard' or 'hard to reach'.



We work closely with **Healthwatch Bradford and District** to ensure that we benefit from their advice.

## Bradford Health and Wellbeing Board

We are an active member of the Bradford Health and Wellbeing Board which has been established as a statutory committee of Bradford Council.

## Bradford Council



Bradford Council commissions care and support services; it is also responsible for public health which protects and improves health and wellbeing. The council uses its knowledge of our communities to tackle public health challenges such as smoking, alcohol, drug misuse and obesity. Bradford Council works with CCGs, health and care providers, community groups and other agencies, to prevent ill health by encouraging people to live healthier lives.

## Our highlights of the year

The last year was one in which we put patients first and set ourselves ambitious plans to transform local health services and improve people's health and wellbeing.

Despite many challenges, 2015/16 was a year to be proud of and where we made some real progress on making some of these ambitions reality.

### April 2015



- Launch of an action plan to support people in a mental health crisis – as part of the Mental Health Crisis Care Concordat.



- We take on responsibility for the co-commissioning of local GP services.

### May 2015



- People were invited to share and celebrate the terrific work of local patient groups during national Patient Participation Week.

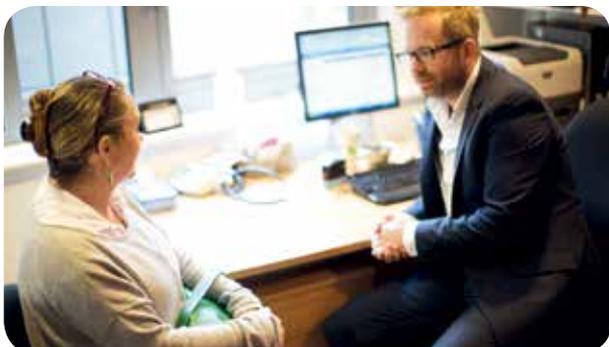
### June 2015



Bradford's Tong Medical Practice is the first surgery in Yorkshire and Humber to be given the highest inspection rating – 'outstanding' – by the CQC.

*Picture: Telegraph and Argus*

**July 2015**



A Bradford practice launches a new primary care wellbeing service for patients with long-term illnesses or chronic diseases, who often visit their GP with physical and mental health problems.

**August 2015**



Cancer event in the city centre to urge people to get 'cancer aware' and take up any screening invites to get tested.

**September 2015**



**75%**  
↓

- A great celebration at our AGM of the achievements of our staff and practices in promoting better health for patients.
- More than 700 people are now on vital stroke preventative medicine thanks to Bradford's Healthy Hearts – and their risk of stroke has fallen by up to 75%, avoiding 30 strokes a year.

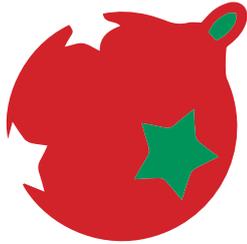
**October 2015**



- Bradford Beating Diabetes expands into Districts CCG - giving more people support to reduce their risk of diabetes.
- We become part of the NHS Vanguard model of care and get a £1.1m boost to improve the health of care home residents.



## December 2015



Bradford Cathedral celebrates the work of local healthcare staff with its first carol service for the NHS.

## February 2016



People's Board set up to provide a real sounding board for our policy and service design ideas.

## November 2015

Bradford's Healthy Hearts scoops two national awards at the General Practice Awards.



## January 2016



Launch of a blueprint for transforming mental health services for children and young people. An extra £5.5m will be invested over coming years to transform services.

## March 2016



Innovative new fast-track cancer referral system starts to help patients with symptoms gullet or stomach problem, which could signal a developing cancer.

## How we've listened and responded

Patient and public engagement is firmly on the agenda at Bradford Districts CCG and we are keen to hear people's views on how we can get more people involved in the way their health services are organised and run. Getting patients involved, and us learning from their experiences, can help improve the quality of healthcare services.

### Let's talk: patient engagement matters to us

We work with patients and the public to make sure that the services we commission are tailored to the needs of local people. We need them to be involved in the planning, development and redesign of healthcare services and in the decisions to be made that affect how those services run.

We're grateful to all the patients, service users and carers who have helped us to learn by sharing their experiences and our partner organisations for working with us to engage Bradford people so that together we can improve health and reduce inequalities. Some of the ways in which we involve the public are explained below.



**People's Board:** one of the key achievements has been the creation of our People's Board, which provides a sounding board for the Bradford CCGs' policy and service design ideas. We wanted local people to have even closer involvement in our work by getting direct feedback from them on plans for new services and significant changes.



**Patient group network:** the patient group network brings together the already established patient groups to strengthen patients' voices and make sure their views and ideas are heard by the CCG.



**Practice engagement leads:** we now have engagement leads working in all our GP practices.



**Patient engagement local improvement scheme (LIS):** this funding from the CCG supports all practices to engage with their patients.



**Grass Roots feedback:** since we started gathering people's experiences via Grass Roots in 2013, we've received feedback from almost 4,000 different sources and over 21,000 people.



**Women's health network:** over 70 women have been involved in designing a network to address key areas of concern around access to services, uptake of screening, immunisation and child health, and obesity and health.



**Bradford healthier communities' chest:** this is a share of non-recurrent money that encourages groups with good ideas to bid for small pots of funding to get their ideas for a healthier Bradford off the ground. The fund was started as a direct result of patients' feedback.

## Progress on our priority areas

**Urgent and emergency care:** our urgent and emergency care strategy sets out plans to create a simple to navigate, sustainable and people-focused urgent and emergency care system. This year we have moved forward with these plans by:

- developing an urgent care centre as an alternative to A&E for patients with urgent care needs
- implementing a new assessment unit to assess patients without an overnight stay
- refurbishing BRI A&E and link with a network of specialist emergency care centres
- enabling Yorkshire Ambulance Service to treat more people at the scene of the incident
- revising the GP out-of-hours service to fit with the changes to primary and urgent care services
- aligning the role of NHS 111 to national expectations.

### Bradford Beating

**Diabetes:** the aim of BBD is to reduce the risk of getting Type 2 diabetes and to provide information and advice so patients can understand what being at risk means and about the complications of diabetes.



The programme identifies people who are known to be at risk and invites them to their GP practice for a blood test.

People who have attended have seen changes in weight, their blood pressure and other clinical measures, all reducing their risk of Type 2 diabetes. Across our area, 442 patients have been found to be diabetic since October 2015.

**Bradford's Healthy Hearts:** Bradford has one of the worst death rates from heart disease in England. That's why one of our main priorities – through Bradford's Healthy Hearts (BHH) – is to reduce the risk of heart attack and stroke. We have:

- identified more than 6,000 people with more than a 10% risk of having a stroke and started them on statin medication to reduce their cholesterol levels
- worked to prevent strokes for people with an abnormal heart rhythm (AF). Almost 1,000 people have started blood-thinning therapy to reduce the risk of stroke
- started a programme to improve blood pressure control for 38,000 patients with high blood pressure.

BHH has potentially prevented or delayed over 100 illnesses that could damage the heart, and during the year the BHH team has won a number of national awards.

**Out-of-hospital care:** a new intermediate care hub was launched in November 2015 as a single front door for health, social care, voluntary sector, intermediate and enablement care services. It is used in a situation where, without some form of intervention, a person aged over 65 would be admitted to hospital.

**Self-care and prevention:** along with our health and social care partners, we have set up a new programme to promote the health, wellbeing and independence of people living in Bradford. During self-care week 2015 we promoted self-care messages in schools, GP practices, community venues and public places. And, during the winter, we distributed 10,000 self-care packs to patients with respiratory conditions.

**Mental health:** mental health problems are widespread, at times disabling, yet often hidden. People who would go to their GP with chest pains will suffer depression or anxiety in silence. One in four adults experiences at least one mental health problem in any given year.

In Bradford we're developing a far more proactive and preventative approach to reduce long-term impact for people experiencing mental health problems and for their families. Over the past year, we:

- developed a joint action plan, with our provider partners, for improving the care for people in a mental health crisis. This will improve access to, and response from, local services including the 24-hour First Response service
- developed a primary care wellbeing service and made sure that over 5,000 people with serious mental illness also had physical health checks at their GP practice
- published our children and young people's mental health transformation plan 2015-2020: Future in Mind
- are developing a vision and strategy for the mental health and wellbeing of the district to underpin a five-year transformation plan
- supported a website – [www.dementiacarer.net](http://www.dementiacarer.net) - aimed at carers of people with dementia



**Maternal and child health:** improving maternal and child health continues as one of our priority areas.

Working with Bradford City CCG, we continue to support the Better Start Bradford programme which received £49m funding from the Big Lottery to improve maternal and child health outcomes. This programme is based in three wards and will benefit 20,000 young children, aged up to three years over a 10-year period.

In the past year, this has funded a project to support the development of personalised midwifery care; the introduction of the Baby Buddy 'app' across the district; and the roll-out of a perinatal support service and Talking Together, to help develop language through play.

In the area of maternal health we have:

- continued to work with partners to improve services for women with perinatal mental health issues, including the design and implementation of training for midwives, health visitors, and children's centre staff
- worked with the maternity partnership to hold focus groups looking at women's expectations and experience of personalisation and choice in maternity services.

To improve children's health we have:

- continued to work with the local authority and service providers to implement the special educational needs and disability (SEND) code of practice
- worked with Bradford Hospitals to improve services for children and young people provided by the child development service and across the children's community nursing teams.

### Cancer

We know that a combination of factors, including early diagnosis, fast-track treatment and excellent support services – all things we have available locally, can increase people's chances of surviving cancer. In addition to the national 'Be Clear on Cancer' awareness campaigns, we continue to promote cancer awareness at every opportunity. We are also working very closely with our colleagues in NHS England and local public health to improve uptake.



## Looking ahead

The coming year will present a number of tough challenges to the CCG as we strive to improve service quality for patients while bringing about essential financial savings.



The Bradford CCGs need to make efficiency savings of £13m in 2016/17. Nationally, the NHS is facing immense financial pressure: the national NHS savings requirement has been calculated as £22bn, to be delivered by 2020/21.



For local CCGs, there is a gap between their annual budgets and the increasing cost of providing healthcare to the people of Bradford. In Bradford Districts CCG, this gap is around £10.4m in 2016/17.

Despite our extremely strong record of financial management, our CCGs are facing their own financial challenges, largely due to ever increasing demand for an expanding range of services locally.

Without making savings now, money will not be available for the future transformation of services; so we must look at how we can innovate, be more productive, prevent NHS resources being used inappropriately and ensure services are still of the highest quality.



Efficiency savings are required to close this gap. This is not new – efficiencies have been ‘business as usual’ in the NHS for many years – delivering best value for money, within the resources we have available.

# QIPP

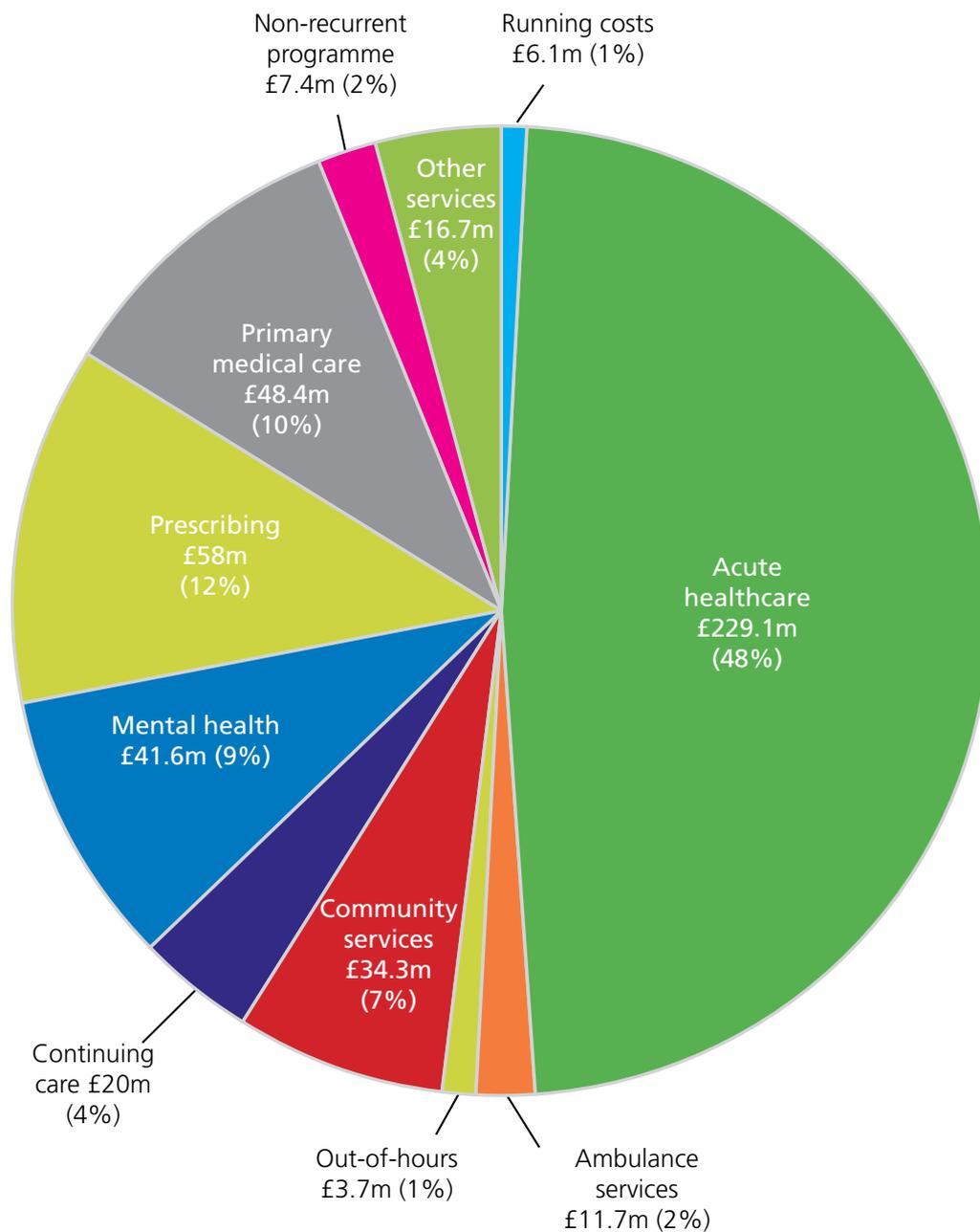
We are reviewing certain areas as part of an overall NHS programme known as QIPP – quality, innovation, productivity and prevention – which is all about making sure that each pound spent brings maximum benefit and quality of care to patients.

Our plans are challenging and difficult decisions will need to be taken, but we will be honest and open about the tough choices we face. Our newly formed People’s Board will also play an important role in sense-checking our plans and bringing a patient’s perspective to proposed changes.



# Our finances

Bradford Districts CCG's budget for 2015/16 was £477m. The chart below shows how we spent that money.





## Get in touch

What do you think about health services in Bradford?  
If you are interested in finding out more about Bradford Districts CCG  
and would like to view our annual report and accounts in full:



visit: [www.bradforddistrictsccg.nhs.uk](http://www.bradforddistrictsccg.nhs.uk)



email: [communications@bradford.nhs.uk](mailto:communications@bradford.nhs.uk)



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**Bradford Districts  
Clinical Commissioning Group**