

NHS England – North (Yorkshire & the Humber)  
 3 Leeds City Office Park  
 Meadow Lane  
 LEEDS  
 LS11 5BD

**Private & Confidential**

Helen Hirst, Chief Officer  
 Julie Lawreniuk, Chief Financial Officer  
 Andy Withers, Clinical Chair  
 Bradford Districts CCG

Telephone: 0113 82 47511

Email address: [moiradumma@nhs.net](mailto:moiradumma@nhs.net)

Date: 31 May 2017

Dear Helen, Julie and Andy

Thank you for meeting with us on 13 April 2017 for your Annual Review Meeting. The purpose of this letter is to provide feedback on the key issues we discussed, and to confirm next steps for the publication of the 2016/17 Annual Performance Assessment.

As you will be aware, NHS England has a statutory duty to conduct an annual performance assessment of each CCG. The Government's Mandate to NHS England specifies the four 'Ofsted-style' headline categories to be used: Outstanding; Good; Requires Improvement and Inadequate.

Each CCG will get seven ratings this year. One will be the overall rating generated by the CCG IAF indicators and the other six will be one each for the six clinical priority areas (cancer, diabetes, dementia, learning disabilities, maternity and mental health). The six clinical ratings do not go towards arriving at the CCG's overall rating although the clinical panels will be drawing on the relevant clinical ratings in the CCG IAF. There is currently a proposal to use the similar terminology as last year for the six panels, rather than the Ofsted terminology. The Ofsted terminology will still be used for the CCG's overall rating. As yet we are unable to provide you with an outcome of the proposal or the final decision on the weighting of the indicators that will then provide the CCG to with its overall rating.

For getting to the overall score, it is proposed to band and score each indicator in order to derive an overall score for each CCG. The finance and leadership indicators will jointly make up 50% of the overall weighting (20% and 30% respectively). Out of the 60 indicators, 46 indicators will be included in the assessment; the following 14 indicators will be excluded from the overall assessment. They will however still get published on the MyNHS website:

1. Utilisation of the NHS e-referral service to enable choice at first routine elective referral
2. Personal Health Budgets
3. Percentage of deaths which take place in hospital
4. Provision of high quality care – Primary Medical Services
5. Provision of high quality care – Adult Social Care
6. Ambulance waits
7. Achievement of clinical standards in the delivery of 7 day services
8. People eligible for standard NHS Continuing Healthcare
9. Outcomes in areas with identified scope for improvement
10. Expenditure in areas with identified scope for improvement
11. Adoption of new models of care
12. Digital interactions between primary and secondary care
13. Sustainability and Transformation Plan
14. Progress against workforce race equality standard

Your formal annual letter is currently in draft form for comments and we will write to you again once the CCGs ratings have been confirmed.

## **Key points and actions**

We discussed the following areas:

### **1. CCG key achievements and issues from 2016/17**

I congratulated the CCG in demonstrating strong leadership firstly with your integration with Airedale, Wharfedale and Craven CCG and with commencing a Bradford and Airedale Acute services review. The CCG has maintained a sound financial position and will be making changes in 17/18 around how you record QIPP savings. We agreed the importance of demonstrating delivery against the QIPP plan.

We discussed the progress you have made in developing and implementing your Mental Health Wellbeing Strategy; the changes you have made in planned care which have resulted in the stopping the revolving door for back pain injections; changes in prescribing most notably the impact of gluten free and repeat prescribing, and also the CCGs innovative 'Dragon's Den' project.

I commended you on the hard work and leadership with the Health Hearts Programme, the progress made in relation to accountable care, The CCG has also been involved with the direct booking from 111 pilot which has been a success, as were the changes you made in the way you handled access to healthcare over the Christmas and New Year period

### **2. Operational and financial plans for 2017-19**

You confirmed that the CCG will meet the controls total at the end of the year 16/17 and have agreed the Trusts positions. We acknowledge that whilst the QIPP plans for 17/18 are challenging you are confident that you will achieve them.

It was noted that Bradford Districts CCG been a strong performing CCG and over the next two years the CCG are looking to implement Bradford Breathing Better; progressing new models of care and accountable care and working across these alliances to implement the scheme 'Happy, healthy, at home'. You will continue to develop the relationship with the Local Authority; transforming care for children and young people.

### **3. CCG "place strategy"**

As a CCG you have a strong sense of place both as an individual CCG but also across Bradford Council footprint. It is clear from your plans how you will ensure that a focus is kept on your local population needs.

### **4. Wider STP implementation**

As a CCG you have a lot to offer the STP and play a strong role in the leadership and implementation of the STP plans. The CCG is focused on becoming a market shaper across the system. The CCG will ensure that lessons learned from their innovative programmes will be shared across the other CCGs in the hope that this will enable the STP to progress further and faster and whilst you are playing a strong role in the STP footprint you are also aware of the need to meet the needs of your local population.

## **Next Steps**

The final output of the end of year review will not be available until the full CCG IAF process has been undertaken nationally. For this reason we are only able to provide, at this time, an interim statement of the CCGs progress in 2016/17 and not the final rating.

The next IAF meeting for checkpoint 1 will be scheduled in due course. We look forward to working with you throughout 2017/18.

Thank you again for meeting with us.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Moira Dumma', with a stylized flourish at the end.

**Moira Dumma**  
**Director of Commissioning Operations**  
**NHS England – North (Y&H)**