

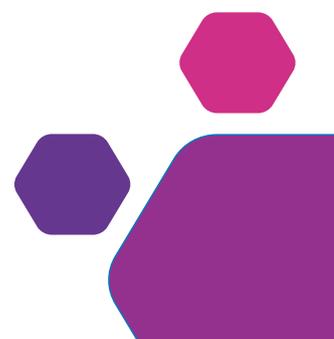
Annual Review 2015/16



Highlights

Progress on our priorities

How we've listened and responded



Chair's welcome

Welcome to this year's annual review which outlines the work we have done to help make Bradford City a healthier and happier place to live.



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.

We are listening to and talking with community groups, health and social care providers and local people to make the best decisions for the community with the limited budget we have.

Our successful Bradford Beating Diabetes (BBD) campaign was recognised for its innovation by being named as one of only seven demonstrator sites for the National NHS Diabetes Prevention Programme. BBD continues to target people at risk of diabetes and help them make lifestyle changes to reduce their risk and keep diabetes at bay.

We are working closely together with our neighbouring CCG, Bradford Districts, and taking learning and best practice from each

other to roll out health campaigns like BBD and Bradford's Healthy Hearts to all our communities.

Our commitment to patient engagement has been strengthened by the development of a People's Board for both City and Districts CCGs. Eighteen citizens from across Bradford provide a sounding board for our policy and service design ideas – and their feedback has real influence over proposed service changes.

We have put improving mental health firmly on the agenda and, together with our local CCG and council partners, are investing an extra £5.5m over the next five years in the Bradford district and Airedale to transform access and support for local children and young people's mental health and wellbeing.

Improving patients' access to NHS services is a priority for us, so I'm especially proud that Bradford is leading the way in piloting a scheme to make accessing local healthcare services easier for patients with disabilities.

We intend to take our successes in 2015/16 and use them as a spring board for further development over the coming months.

Dr Akram Khan
Clinical chair, NHS Bradford City CCG

INSIDE:

Our governing body	4
Working with our partners	5
Our highlights of the year.....	6
How we've listened and responded.....	9
Progress on our priority areas.....	10
Looking ahead.....	13
Our finances	15

Who we are

We are NHS Bradford City Clinical Commissioning Group (CCG). We plan, buy and monitor local health services. Launched in April 2013, we are part of an NHS plan to give local doctors and people more say in organising their own health services.



Our vision is reducing health inequalities

Our CCG is led by GPs and nurses, supported by other healthcare professionals. We work with patients, communities and GP practices in Bradford City to make sure that the right NHS services are in place to support people and help improve their health and wellbeing.

Our members are 27 GP practices that serve local people. We plan and buy services like:



planned
hospital care



rehabilitation services
(eg, physiotherapy,
occupational therapy)



most community
services (eg,
district nurses)

urgent and
emergency
care,
including A&E,
ambulances and
out-of-hours services



mental health
services,
maternity services



continuing
healthcare (a
package of care
provided outside
hospital for people
with ongoing
healthcare needs)

Each practice is represented on our Council of Members with a mix of GPs, practice nurses and practice managers attending meetings. The Council of Members is the CCG's core decision-making body. We work closely with other CCGs across the Bradford district, as well as Bradford Council, NHS England and the public.

We bring together healthcare professionals, local communities and managers so patients have more control of their own care; to provide a greater focus on healthcare and quality; to increase the involvement doctors and nurses have in the care and services delivered; and to improve the health and experiences of local people.

Our governing body

Our 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.bradfordcityccg.nhs.uk



Dr Akram Khan,
clinical chair



Dr Waheed Hussain,
GP



Helen Hirst,
chief officer



Peter Corry,
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)



Ruby Bhatti,
lay member (governance)



Max Mclean,
lay member
(patient and public involvement)



Michelle Turner,
director of quality and
nurse member

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



We work together with NHS Bradford Districts and NHS Airedale, Wharfedale and Craven CCGs 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. The priority services for the Healthy Futures programme are cancer, paediatric, 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 also delivers 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 and is also responsible for public health which aims to protect and improve health and wellbeing by tackling challenges such as smoking, alcohol, drug misuse and obesity. Bradford Council works together 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.



- Bradford Beating Diabetes named a demonstrator site for the national NHS Diabetes Prevention Programme.



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

May 2015

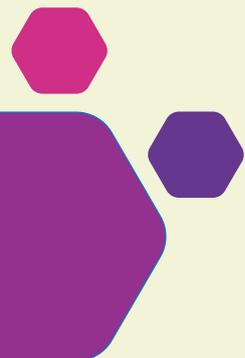


- Diabetes passports help more people with diabetes get vital health checks.
- People using Pharmacy First in Bradford city free up thousands of GP appointments across Bradford city.

June 2015



GPs and imams join forces to help Muslim patients manage their diabetes during Ramadan fasting.



July 2015



Staff and governing body members team up with the council to have a litter-picking session around Douglas Mill as part of our commitment to volunteer to help the local community.

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



Celebration of some amazing staff, practice and patient achievements at our AGM.

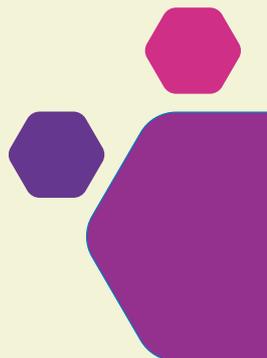
October 2015

Young people from schools across Bradford joined in an interactive event to learn more about careers in the NHS and how health services are run.

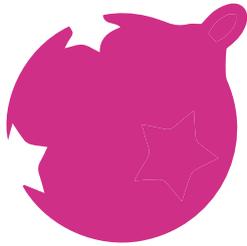


November 2015

Roll-out of a new care hub across Bradford to help provide health and social care closer to home for elderly patients - providing a single point of access for GPs, staff in the community and other health and social care professionals.



December 2015



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

January 2016



- Start of a unique scheme to help disabled patients access local health services easier by helping practices flag patients' access needs.



- Launch of a blueprint for transforming mental health services for children and young people across the district.

February 2016



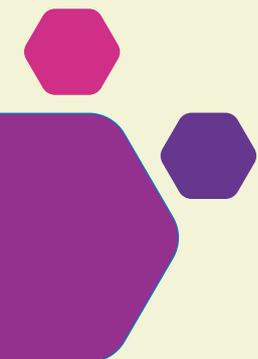
Worked with Barnardo's to fund the Thrive Bradford website – www.thrivebradford.org.uk – to help young people navigate their teenage years.



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

March 2016

Bevan Healthcare, which provides health and social care to homeless people, asylum seekers and refugees across Bradford, rated as one of the best GP practices in the country by CQC inspectors.



How we've listened and responded

Bradford City CCG is an organisation built to allow the patient voice to be heard at all levels, from the GP practice right up to the boardroom. Our CCG really does care about listening to patients because we recognise the value in it. We're ambitious about involving local people in local decisions.

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.



People's Board: one of the key achievements has been the creation of our People's Board - providing 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 on plans for new services and significant changes.



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.



Patient and community network: this continues to play a key role in influencing local health services and encouraging others to have their say.



Thrive! website: we worked with a group of young people from Barnardo's to develop a new website – www.thrivebradford.org.uk - to help young people navigate through their teenage years.



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.



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 the Bradford Beating Diabetes (BBD) programme is to reduce the risk of getting Type 2 diabetes, and to provide sufficient information and advice so patients understand what being at risk means and about the complications of diabetes.



To date, over 17,000 people (out of around 42,000 people invited) have taken up the invitation to have a repeat blood test. Just over 1,900 people have declined to take part. The test identifies if they are at high, moderate or low risk of developing diabetes. Those who are at high risk have been referred to a programme to support them to make small, achievable changes in their life.

People who attended have seen changes in weight, their blood pressure and other measures – so reducing their risk of Type 2 diabetes.

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 diagnosable mental health problem in any given year.

People in all walks of life can be affected and at any point in their lives, including new mothers, children, teenagers, adults and older people. Mental health problems represent the largest single cause of disability in the UK.

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
- set up a 24-hour, seven-day, joint health and social care First Response service for people experiencing a mental health crisis
- ensured that over 5,000 people who have 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
- supported a website – www.dementia-carer.net - aimed at carers of people with dementia
- have increased the level of support available to people recently diagnosed with dementia and to their carers.



Maternal and child health

Working with Bradford Districts CCG, we continue to support the Better Start Bradford programme which received £49 million funding from the Big Lottery to improve maternal and child health outcomes. It will benefit 20,000 young children, from birth to three years, living in three areas of the City 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 maternal health we have:

- continued to work with partners to improve services for women with perinatal mental health issues, including 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:

- worked 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 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 and we are focusing on improving uptake of bowel and cervical screening.



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 our annual budgets and the increasing cost of providing healthcare to the people of Bradford. In Bradford City CCG, this gap is around £2.6m 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 wasted and make sure 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.



Bradford beating
diabetes

What are we doing?

... people in our community already have diabetes and are at risk of developing it. This we are:

... people who are already developing diabetes and

... other people who might have diabetes. We are working with them to help prevent or delay the onset of diabetes at low and moderate risk of developing it, based on the healthy lifestyle choices they make. This reduces the chances of developing it.

... ensure that our current diabetes patients have diabetes to manage their health problems.

we
e

be active

4 Bradford Beating Diabetes | Diabetes Action

What do I need to take to my first A&P group?

- You don't need to take anything!
- You might want to bring your own water bottle.
- You can bring along a friend or family member to help you.
- You can bring along a friend or family member to help you.
- This is a free, confidential, and confidential service.

Successful outcomes:
• 100% of people who attended the group were able to manage their diabetes.

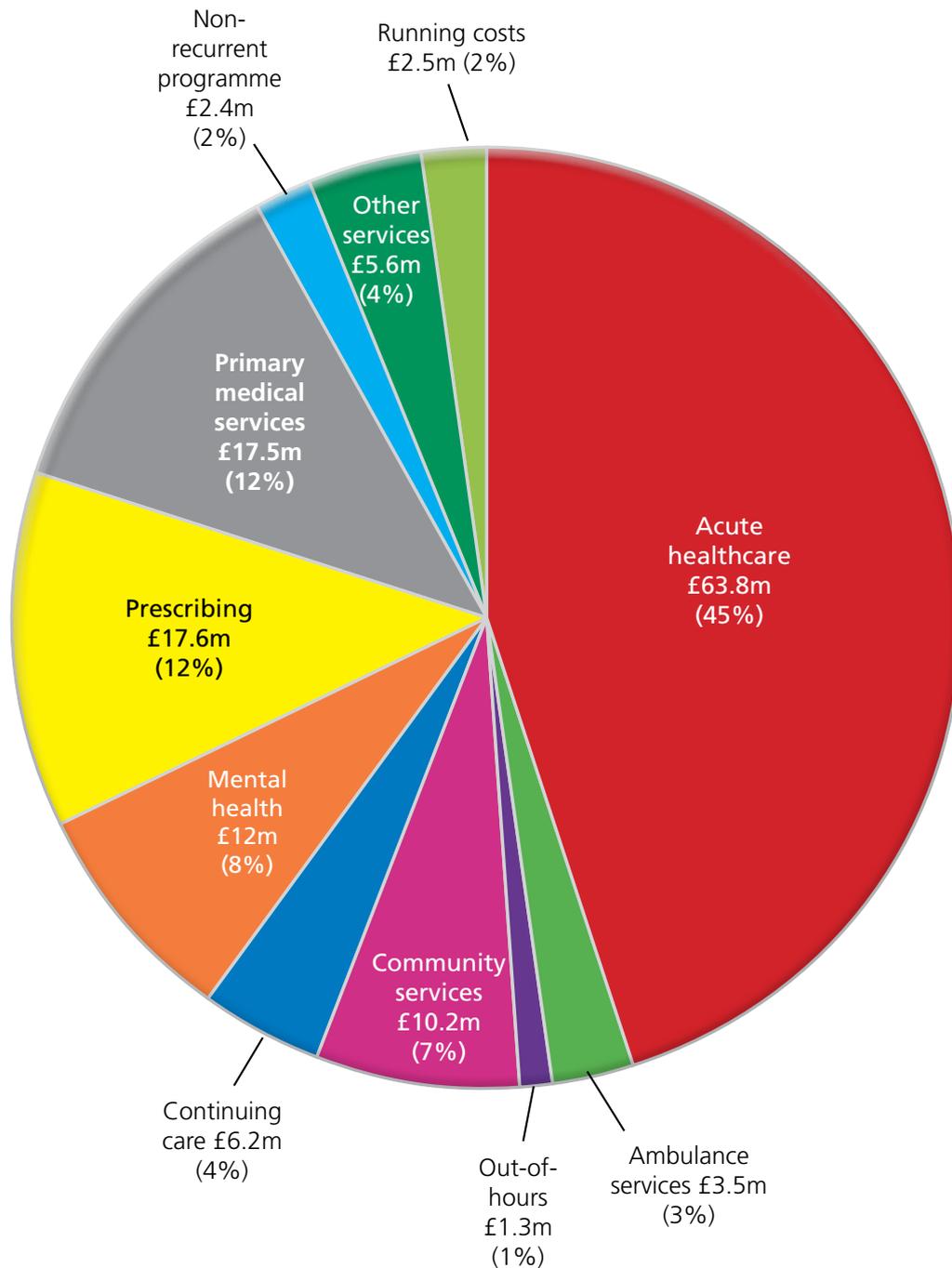
Bradford Beating Diabetes

Saharwanza Bibi Malik
Diabetes Educator
The Bradford Health Centre

... control ... make choices
...ing diabetes
ASBfdCityCC
w.bradfordc

Our finances

Bradford City CCG's budget for 2015/16 was £146.1m. 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 City CCG and would like to view our annual report and accounts in full:



visit: www.bradfordcityccg.nhs.uk



email: communications@bradford.nhs.uk



Follow us on Twitter: [@NHSBfdCityCCG](https://twitter.com/NHSBfdCityCCG)



Facebook: [NHS in Bradford](https://www.facebook.com/NHSinBradford)

Other formats of this document are available on request



**Bradford City
Clinical Commissioning Group**