



Cambridgeshire and
Peterborough
Clinical Commissioning Group

Summary of the

Annual Report and Accounts

2018-19



Some highlights from the year that demonstrate the improvements we have made to services include:

- ▶ Eliminated the waiting list for NHS continuing healthcare assessments, starting from a backlog of 928 cases.
- ▶ Launched a 'Rapid NSTEMI' pathway at Royal Papworth Hospital NHS Foundation Trust for heart attack patients.
- ▶ Delivered improved access to GP services at evenings and weekends.
- ▶ Rolled out NHS111 online.
- ▶ Launched the Keep Your Head website as a one-stop-shop for mental health services.
- ▶ Put in place a new wheelchair service contract, after engaging with current service users.
- ▶ Expanded the red bag scheme for care home patients.
- ▶ Expanded the local urgent care hubs pilot, now available in Wisbech and Ely.
- ▶ Received an 'outstanding' rating for cancer services for the second year in a row.



£1.2 billion
budget 2018/19



£1,125
per person



£126 million
spent on prescribing



980,000
population



91
GP practices



3
NHS acute hospitals in
the CCG area



245,027
111 calls

FRS

39,000
calls to the mental
health First Response
Service (FRS)

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Statement from the Clinical Chair and Chief Officer

Welcome to our annual report for 2018/19.

We are delighted we have continued to providing good health services for our population, and we have met our financial duty to deliver the £35.1m deficit control total set by NHS England during 2018/19, this is against a £1.2bn budget.

Achievement of the control total means that the CCG has received £35.1m Commissioner Support Funding from NHS England and is therefore able to report an in-year breakeven position for 2018/19. This is a real achievement and is due to the hard work of CCG staff.

Cambridgeshire and Peterborough continues to be one of the most financially challenged health systems in the country. We receive less per person for spending on healthcare than our neighbouring CCGs.

Our total budget for commissioning healthcare is £1.2 billion, but this only equates to £1,125 per person. West Suffolk CCG receives an average of £1,288 per person, a difference of £163 per person. In Bedfordshire they receive £119 per person more than we do, and in West Norfolk it is £372 per person higher. The financial position of our health system will continue to be very challenging in 2019/20 and we will need to have honest conversations with our community about how we prioritise our resources.

We have worked hard to ensure that 2018/19 has been a year of healthcare delivery, and doing what we said we would do. One of the key achievements for us was agreeing and signing Guaranteed Income Contracts with our main providers. This limited our overspend and was evidence of the improving relationships across our Sustainability and Transformation Partnership. Guaranteed Income Contracts are a different way of working that the whole system has bought in to, and recognises that financial risks must be managed as a system rather than by individual organisations.

During 2018/19, we have continued to deliver on our Improvement and Delivery Plan (IDP). The IDP was developed in 2018, following the publication

in March 2018 of a "Capacity and Capability Review of Finance and Governance" of our CCG by PricewaterhouseCoopers LLP (PwC). The report was written following a £42.1m deficit position at the end of 2017/18 and the resulting 2018 'Inadequate' rating the CCG received from NHS England. The PwC report raised 18 high priority recommendations; our IDP sets out key actions to address each of these. Progress against the IDP is reported at each Governing Body meeting.

In March 2019, the Governing Body received an update on the Improvement and Delivery Plan, as well as a progress report from PwC. We are glad to say that PwC has recognised the huge efforts we have made, across the organisation, to deliver the ambitions set out in our IDP.

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The progress report recognises the stability that the new executive and committee structure has brought to the CCG, and praises the strengthening relationships we continue to develop across the system. The CCG's leadership is recognised as being committed to our Sustainability and Transformation Partnership (STP) and we are developing and delivering initiatives that focus on recovering our financial position, while ensuring we continue to deliver high quality care for our patients. We have worked together to align the CCG's priorities and the STP's key priorities for 2019/20.

As an organisation we have also celebrated several successes, including achieving the Bronze level



of the Investors in People Accreditation. This is a tremendous success for us and demonstrates our commitment to being a successful organisation, not only delivering on our objectives but being a good employer.

CCG teams have also been recognised in several national awards:

- ▶ The First Response Service won the ‘Mental Health Initiative Award’ at the General Practice Awards.
- ▶ Our Medicines Optimisation Team were shortlisted for the HSJ ‘Optimisation of Medicines Management Award’.
- ▶ Our Continuing Healthcare (CHC) Team collected an ‘Innovation and Transformation Award’ from NHS England.

In October 2018, we held an all staff awayday, this was followed up with an away afternoon in March 2019. The purpose was ensuring all CCG staff are clear about our priorities for 2019/20 and understand how we can work together as an organisation to deliver our commitments. Our refreshed staff engagement programme is badged ‘You own it, We own it’ and aims to empower staff to challenge the status quo and identify areas for improvement.

We will continue to support our staff to ensure we, as an organisation and a wider health system, deliver high quality services for patients while making the best use of the NHS pound.

During 2018/19, we have worked with our member practices to support them to work together in networks, federations and as merged practices. This has helped GP practices realise some of the benefits of working ‘at scale’. Looking to 2019/20, we will continue to support local GP practices to work together more closely and achieve economies of scale, helping make them more resilient.

NHS England has set out an ambition for Primary Care Networks (PCNs) to be established in 2019. PCNs aim to provide proactive, personalised, and more integrated care for patients who often need to

access services from a range of health and social care providers. This will be one of the key deliverables for our STP, and will help us to move towards becoming an Integrated Care System, aligned to the priorities in the NHS Long Term Plan.

Our ambition going in to 2019/20 is continuing to strengthen the system relationships and developing our role as the strategic commissioner that will facilitate bringing together Cambridgeshire and Peterborough as an Integrated Care System.



Dr Gary Howsam
Clinical Chair



Jan Thomas
Chief Officer
(Accountable Officer)



Our organisation

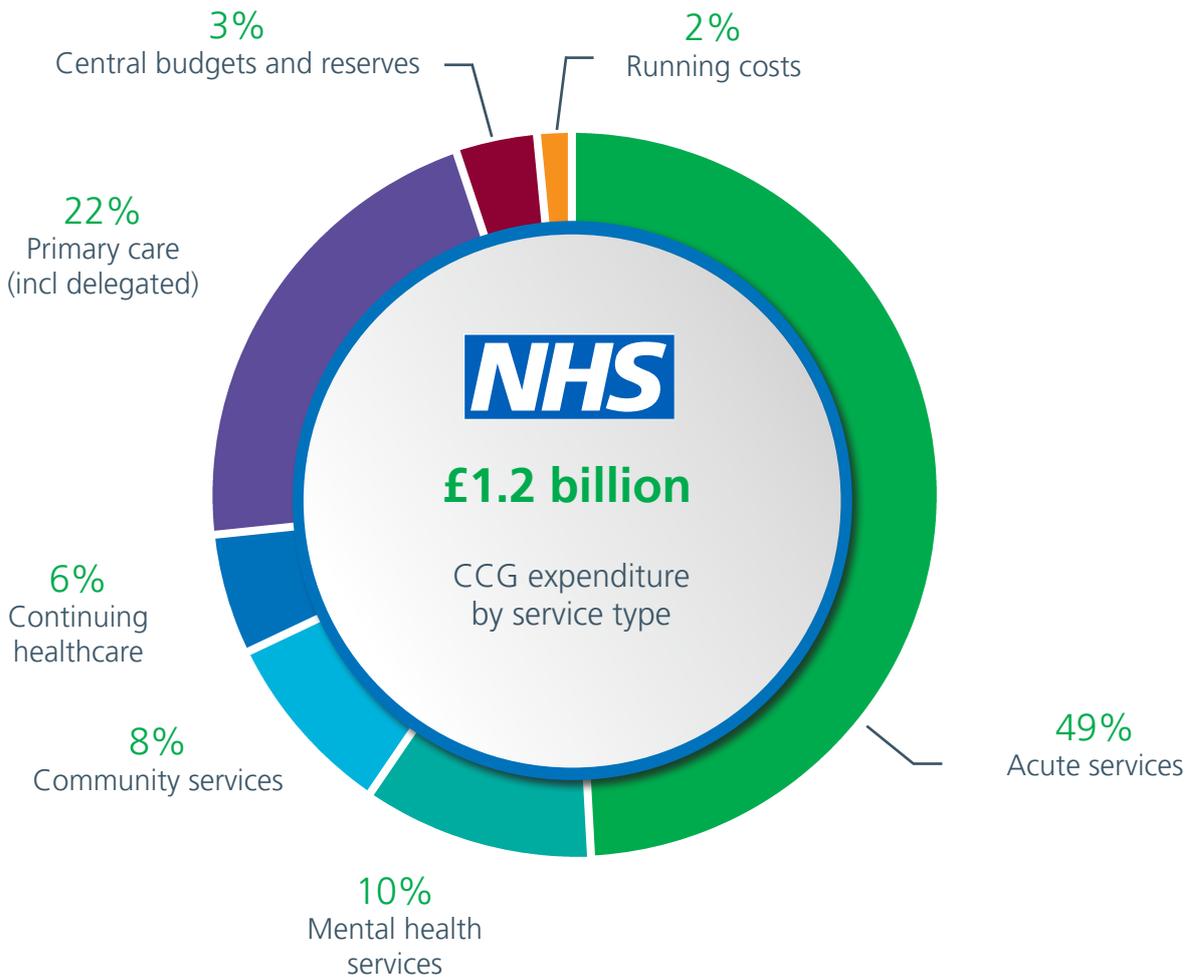
NHS Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) is a statutory body set up to commission health services on behalf of the patients it serves. Our CCG and our GP member practices work together collaboratively to fulfill the purpose of the CCG. The CCG's Constitution sets out how the organisation is governed and how commissioning decisions are made.

We are one of the largest CCGs in England, by patient population. We have 91 GP practices as members, which cover all GP practices in Cambridgeshire and Peterborough, as well as three practices in North Hertfordshire (Royston) and two in Northamptonshire (Oundle and Wansford).

We have a patient population of over 980,000 which is diverse, ageing and has significant inequalities.

We manage an allocation of £1.2 billion to spend on healthcare for the whole population of this area, which is £1,125 per person.

The CCG has to work within a local budget from the NHS for local health services and work closely with other NHS colleagues and local authorities to ensure local people are receiving the best possible care.





Our vision



Cambridgeshire and Peterborough CCG will work in partnership to improve quality of care, to develop healthy communities through change and innovation, making wise decisions about how we use the resources available to us.

Our values	Corporate objectives
<p>We are committed to being:</p> <ul style="list-style-type: none"> ▶ Organised ▶ Honest ▶ Decisive ▶ Innovative ▶ Ambitious ▶ Compassionate. 	<p>The CCG had six overarching corporate objectives for 2018/19:</p> <ul style="list-style-type: none"> ▶ Delivering the Improvement Plan for 2018/2019 and beyond. ▶ Delivering the Financial Plan for 2018/2019. ▶ Delivering national must dos and service priorities set out in the National Planning Guidance. ▶ Ensuring clear oversight of patient safety and quality. ▶ Ensuring robust governance arrangements are in place to ensure the CCG delivers its statutory duties. ▶ Ensuring delivery of robust engagement and communications plans to support delivery.



Measurement of performance

We monitor, measure, and report on our performance against local and national targets. During 2018/2019, we have focused our attention on:

- ▶ Ensuring that monthly performance reviews take place with our major providers of health services in Cambridgeshire and Peterborough and that these cover service performance and clinical quality.
- ▶ Holding providers, from whom we commission services, to account for the responsiveness and quality of services provided.
- ▶ Ensuring delivery of our population's NHS constitutional rights.
- ▶ Working closely with the NHS England Local Area Team to identify how well we are performing against our plans to improve services and deliver better outcomes for patients.
- ▶ Ensuring that all key performance measurements are communicated regularly to all our stakeholders.

In February 2019, we established a new Integrated Performance and Assurance Committee which brings together activity, finance, performance and quality into one meeting, providing clear oversight of each of our providers.

Improving quality

The quality of services for patients is central to the activity of Cambridgeshire and Peterborough CCG.

A total of 347 Serious Incidents (SIs) relating to Cambridgeshire and Peterborough patients were declared across the system, with themes relating to information governance breaches and delays in patient pathways.

The CCG has taken the lead in declaring and managing complex incidents involving multiple organisations. Through collaborative working with the providers the CCG has ensured lessons are learnt and shared through system wide learning events.

Complaints handling

One way in which the CCG can help to improve quality for our patients is by ensuring efficient and responsive handling of complaints.

The CCG monitors trends and patterns arising from complaints, concerns and from soft intelligence to aid the detection of any problems. The learning harvested from complaints investigations helps us to continue to improve the service we provide and improve patient experience.



We place a strong emphasis on putting things right, wherever possible, being patient centric, accountable and transparent as well as seeking continuous improvement in the services which we commission.

The Patient Experience Team will assist with any aspect of the NHS complaints process, and in provide support, information and advice in relation to local health services; the team will also provide contact details for free and independent, advocacy services to assist complainants in formulating their complaint.



Engaging people and communities

Our use of the term 'patients and the public' includes everyone who uses services, or who may do so in the future, including carers and families.

There are many different ways to involve patients and the public and different approaches will be appropriate, depending on the nature of the commissioning activity and the needs of different local people.

We have a Patient Reference Group (PRG) which is a formal sub-committee of the CCG Governing Body. Membership includes representatives from GP practice Patient Participation Groups (PPGs) and Healthwatch Cambridgeshire and Peterborough.

“ *The focus of the Patient Reference Group is on providing an independent view of the work of the CCG. It helps to ensure that, in all aspects of the CCG's business, the voice of the local population is heard.*

In order to ensure that everyone has an opportunity to participate we use a range of approaches enabling different groups and individuals to be engaged. In addition, there is a move to provide a greater range of electronic/digital opportunities for involvement than in the past. There is an additional advantage in making involvement material web-based because it is much easier for participants to view and interact with the material in a language or format that suits them. We do, however, recognise that not everyone is comfortable using web-based materials so we will continue to provide alternative methods.

We also publish an Annual Report on our Communications and Engagement activities where more detail on how we communicate with, involve and consult patients and the public can be found. This is also published on our website.



Governing Body

During 2018/19 the CCG has appointed a new Accountable Officer, a new Chief Finance Officer and a new Chief Nurse. Additionally, two new posts were recruited to (Chief Operating Officer and Medical Director). Three Lay Members were appointed to replace Lay Members who had left or reached the end of their term. Two new GPs commenced their terms as GP Governing Body representatives, replacing members who had reached the end of their terms.

The full list of members who held a post on the Governing Body in 2018/19 is below:

Name	Title
Carol Anderson	Chief Nurse
Brian Ashton (From August 2018)	Lay Member
Dr Sue Barrow	GP Member
Sheila Bremner (left April 2018)	Interim Chief Officer (Accountable Officer)
Dr Mark Brookes	GP Member
Dr Jane Collyer (from May 2018)	GP Member
Dr Vanessa Connolly (left July 2018)	Lay Member
David Finlay	Lay Member
Karen Handscomb (until October 2018)	Acting Chief Nurse
Dr Gary Howsam	CCG Clinical Chair
Dr Julian Huppert	Lay Member Governing Body Vice-Chair (from July 2018)
Dr David Irwin	GP Member
Louis Kamfer (from September 2018)	Chief Finance Officer
Dr Alex Manning	GP Member
Louise Mitchell (from September 2018)	Chief Operating Officer
Dr Sripat Pai	GP Member
Nikki Pasek (from August 2018)	Lay Member
Jenny Raine (left September 2018)	Interim Chief Finance Officer
Dr Liz Robin	Director of Public Health for Cambridgeshire County Council and Peterborough City Council
Dr Mark Sanderson (from November 2018)	Medical Director
Dr Christopher Scrase	Secondary Care (Hospital) Doctor
Rebecca Stephens (left July 2018)	Lay Member CCG Governing Body Vice-Chair (to July 2018)
Dr Adnan Tariq	GP Member
Jan Thomas	Acting Interim Chief Officer (Accountable Officer) - from April to June 2018; Chief Officer (Accountable Officer) - from June 2018
Dr Ge Yu	GP Lay Member



Register of Interests

The CCG Governing Body Register of Interests is published on the website, available on the link provided below:

<https://www.cambridgeshireandpeterboroughccg.nhs.uk/about-us/how-we-meet-our-duties/conflicts-of-interest>

A copy of our full Annual Report 2018-19, including our Annual Accounts, can be found on our website.

We also publish an Annual Report on Communications and Engagement, this can also be found on our website.

For further information about the CCG, or if you require this information in an alternative format, please visit:

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