



Swindon

Clinical Commissioning Group

Summary Annual Report 2018/19

Optimising the health and wellbeing of
people living in Swindon and Shrivenham



Welcome to the 2018/19 Summary Annual Report

The last 12 months have been something of a rollercoaster ride for the NHS in Swindon and Shrivenham.

Rarely has a week gone by when the NHS has not featured in the local press and, although a large chunk of that coverage shone a light on the outstanding work and innovative practice that has supported local people to live well, some stories highlighted many of our challenges.

Perhaps the most high-profile stories of the last 12 months have been those which focused on the events surrounding five of our GP practices – Abbey Meads Medical Group, Taw Hill Medical Practice, Moredon Medical Centre, Phoenix Surgery and Eldene Surgery – entering into partnership with the Integral Medical Holdings Group (IMH).

This venture was hampered by operational issues since the very beginning, with many of the problems having a negative impact on how patients contact and book appointments with their GP practice.

It is something that we have spent much of 2018/19 trying to put right and, although we are not quite there yet, we do wish to express our thanks and appreciation for the patience so many people have shown.

But while there have been challenges, there have been several reasons to feel positive too.

Swindon received an early Christmas present last December when it was announced that the Great Western Hospital would be receiving up to £30 million to expand its Emergency Department.

And, staying at the hospital, children and young people with hidden disabilities are now receiving extra support when attending their appointments thanks to our new sunflower lanyards, which let others know they may need some additional help.

We've also been doing our best to reach out to people in Swindon whose voices often go unheard, which is why during September

2018 we spent several weeks meeting homeless people to better understand the challenges they face when accessing healthcare.

The last year also saw us start to work much more collaboratively with our neighbouring CCGs in Bath and North East Somerset and Wiltshire, so much so that the three organisations now share a single management structure led by Tracey Cox, who was appointed as Chief Executive in March 2019.

This collaborative approach is set to increase over the next year, too, as the three CCGs work towards a formal merger.

More information on all these headlines, as well as everything else that has happened during 2018/19, can be found throughout this Summary Annual Report.

I'd like to finish by giving a warm hello and welcome to Dr Sarah Bruen, who became our new Clinical Chair at the beginning of 2019, following the resignation of former Clinical Chair, Dr Peter Mack.

I hope you find this Summary Annual Report interesting and informative.

Nicki Millin,
Director of Strategy and
Transformation, BSW

The role of the CCG in Swindon

Swindon Clinical Commissioning Group is responsible for ensuring that health and care services in Swindon and Shrivenham meet the needs of the local population.

To do this, the CCG is allocated an annual budget of more than £318 million to plan and purchase services that enable the 240,000 people registered at one of the 23 GP practices in Swindon and Shrivenham to live a life that is not only healthy, safe, fulfilling and independent, but also supported by a thriving and connected community.

The CCG has an obligation – both legally and morally – to ensure that it spends taxpayers' money in a way that is fair, reasonable and justified.

To ensure this happens, the CCG is accountable to its Governing Body, an elected panel of members of the public, doctors, nurses and officials from social services and public health, who meet to scrutinise decision making and uphold the voices of both healthcare staff and patients.

These Governing Body meetings take place on a monthly basis and are an open forum in which local people can come along to hear debate and discussion, as well as ask any questions they may have directly to the CCG's Executive Team.

The CCG is also an active member of Swindon's Health and Wellbeing Board, a committee of elected councillors and officials from other local health and care organisations, who work together to respond to the needs and priorities of the residents of Swindon.

News and updates from the last year

Supporting children and young people

In December, the CCG was given the exciting news that it had been chosen by the government as one of only a few areas in the country to pilot an innovative scheme that will see dedicated mental health teams working in local schools.

With the project coming with a fund of more than £2 million, this radical approach to mental health support will ensure that children who struggle with any aspect of growing up can access the help they need in an environment that is familiar, safe and secure.

It is hoped the first support workers, all of whom have been recruited with the help of local children and young people, will arrive in Swindon's schools before the end of the calendar year.

Reducing spend on prescribing costs

The CCG's prescribing costs have been found to be among the lowest in the country after more than £1.5 million of savings were generated by the Prescription Ordering Direct (POD) service.

An easy way for patients to order their medicine over the telephone, the POD service delivered the huge savings by offering people practical advice and guidance on how to order medicines responsibly which, in turn, helped to reduce waste and unnecessary bulk purchasing.

Helping older people spend less time in hospital

Care home patients arriving at the Great Western Hospital with their personal belongings, medical notes and current medication secure in one of the CCG's new red bags have seen their length of stay reduce by more than a week.

Statistics compiled by the CCG show that older people accompanied by a red bag – which have been in operation at all care homes in Swindon since the beginning of 2019 – are now able to leave hospital around eight days sooner than before the bags were introduced.

A simple yet effective initiative, the bags have not only helped to speed up the discharge process, but also improved patient experience, with care home residents speaking highly about their more comfortable and stress-free journeys in and out hospital.

Listening to Swindon's homeless community

Swindon CCG decided that 2018 would be the year in which homeless people from across the town were given the opportunity to air their views on the challenges faced when accessing healthcare.

To do this right, staff from all corners of the organisation cleared their diaries for a week in September to visit rough sleepers at all times of day and in the environments most familiar to them.

This engagement sparked many interesting and meaningful conversations which have enabled the CCG to plan future services, such as free flu jabs and more drug and alcohol addiction services, that will support people with no fixed abode to live healthier lives.

Making visits to hospital easier for younger patients

The CCG forged a strong working relationship with Swindon SEND Families Voice – a support group for parents of children with learning disabilities – throughout 2018/19, which culminated in the implementation of a new scheme that offered support to young patients when visiting hospital.

Parents from the group had often spoken of the distress their child goes through when having to visit hospital and that a successful scheme at UK airports, in which children were given a lanyard to let others know they may need a bit of extra help and support, could relieve this stress.

In February 2019, the Great Western Hospital became the first in the country to introduce the lanyard scheme and, since then, it has now been rolled out to nearly all GP practices in Swindon.

Caring for people with learning disabilities

People with learning disabilities are now able to use the CCG's Easy Read annual health check questionnaire to initiate a conversation with their GP about their overall wellbeing.

Produced in collaboration with Swindon's Learning Disability Partnership Board, at which the CCG takes a regular seat, the questionnaire supports people with learning disabilities, as well as their carers and family members, to consider all aspects of their health, and not just matters relating to their disability.

The questionnaire encourages people to think about issues such as sexual health, mental health, eating a balanced diet and exercising regularly.

Exciting times ahead for the Great Western Hospital

It was announced in December 2018 that the Great Western Hospital had been successful with a bid to secure £30 million of government funding to expand its Emergency Department.

This good news means the hospital will not only be able to make its Emergency Department bigger, but be in a position to purchase around five hectares of nearby land, which will be used to help expand existing services.

The team at GWH are now looking to drive forward plans to introduce a state-of-the-art intensive rehabilitation transitional care facility in Swindon, something that has become popular in northern Europe and shown to help free up beds in busy hospitals on the continent.

Working together to support end-of-life patients

New technology has enabled the CCG to establish a digital network, in which patients' care plans can be accessed by all healthcare providers.

It means there is now a system in place that saves patients from needing to give their story – such as current medication, end-of-life wishes, decisions on resuscitations and past treatments – to each new care provider, something that can be distressing to someone being looked after by a number of different specialists.

The new system also means that staff meeting a patient for the first time will do so with details of everything they need to know to ensure they can begin providing care that is not only kind and compassionate, but also specific to an individual's needs, as quickly as possible and without delay.

Three CCGs look towards potential merger

Reducing duplication and improving efficiency through collaborative working has for many years been a pivotal part of the NHS' plan to deliver care and treatment in a way that is resilient to the recurring challenges of increasing demand and limited resources.

In Swindon, this ethos is already commonplace.

For many years, the CCG has been a key player in the Bath, Swindon and Wiltshire Sustainability and Transformation Partnership (STP).

This was set up to support health and care organisations to join up services and remove the invisible organisational barriers that often resulted in patients experiencing a varying standard of service depending on where they lived.

There is now an agreed view that NHS commissioners would also benefit from this approach and, as such, the CCG has come together with its counterparts in Bath and North East Somerset and Wiltshire to form what has become known as a commissioning alliance.

In real terms, this new way of working involves the three CCGs taking a population – or place-based – approach to commissioning, looking at which services can be delivered at scale and in a way that provides taxpayers with better value for money.

A single management structure to oversee the three organisations was established during 2018/19, with Tracey Cox, former Accountable Officer at Bath and North East Somerset CCG, appointed to the role of Chief Executive in March 2019.

Other appointments to the new structure, including that of Chief Finance Officer and Director of Nursing, were also made during the year.

Looking ahead to the coming year, the three CCGs have – on the approval of each respective Governing Body – agreed to explore the prospect of a formal merger, which would see the three organisations unite as a single entity.

However, any decision to merge would require the backing of NHS England and, most importantly, the GPs working in each area, who would need assurance that the merger would not be detrimental to local people or clinicians.

Mergers between neighbouring CCGs have risen in popularity in recent years.

In the local area, the CCGs of Bristol, North Somerset and South Gloucestershire officially merged in April 2018, with their combined GP workforce describing the move as one that would promote more consistent services for patients.

The upcoming year has the potential to deliver some really exciting changes for local healthcare, and the CCG will keep all patients and local people updated with what is happening as and when important decisions are made.

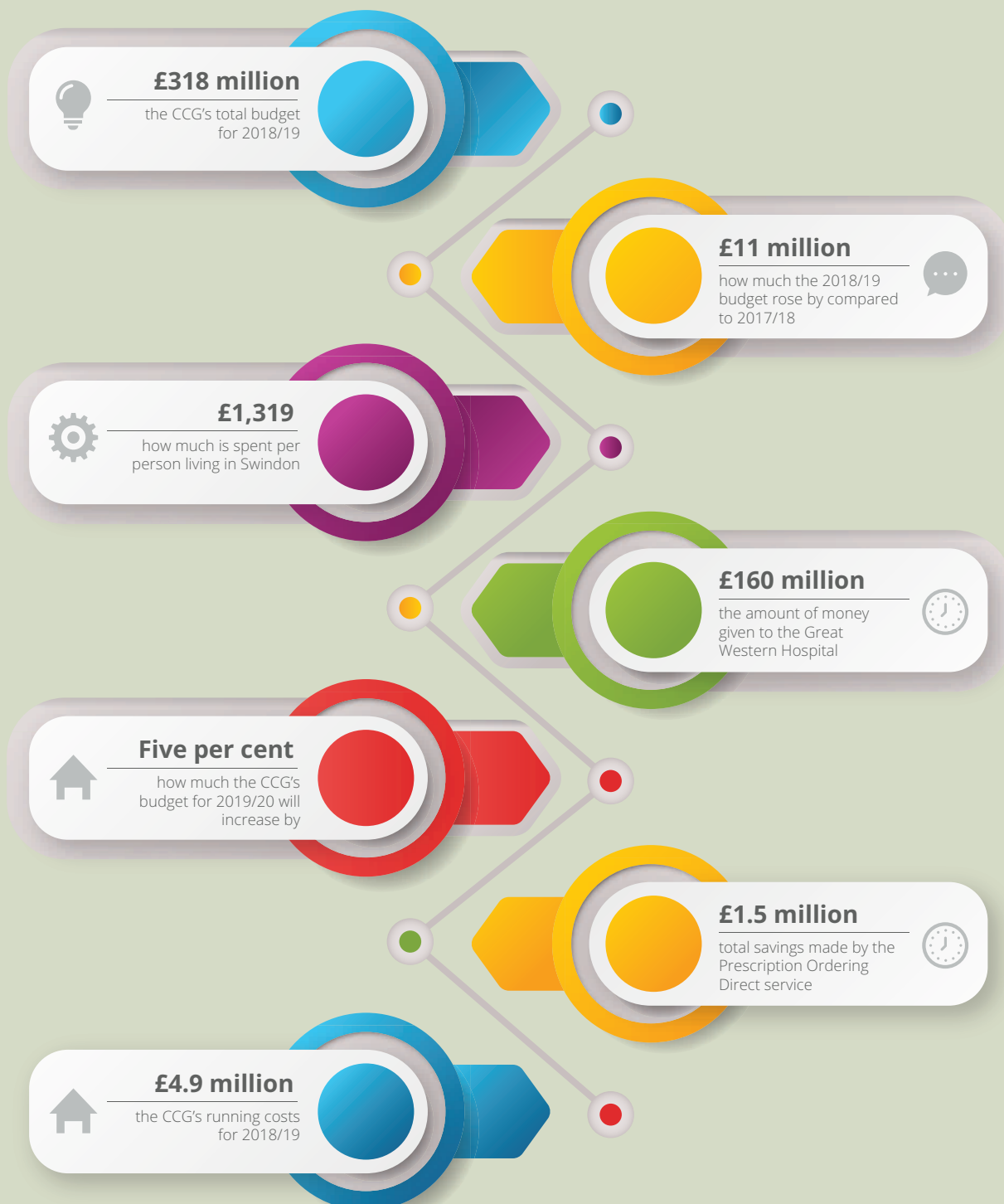
Where the money comes from, and where it goes

Some key facts and figures from the 2018/19 financial year can be seen below.

It has never been more important for publicly-funded organisations, such as the CCG, to be open and transparent about its finances.

Ensuring that taxpayers' money is spent on services that meet the specific needs of Swindon's unique population can often be a challenge, but it is one that underpins every financial decision taken by the CCG.

It is important that the people of Swindon have confidence in the CCG, particularly in terms of its ability to manage its finances effectively, which is why all financial activity is detailed in full in the main Annual Report.



Reflections on a challenging 12 months

The CCG has always endeavoured to be as open and as transparent as possible with the people living, working and receiving healthcare in Swindon and Shrivenham.

And with many of these local people now feeling a sense of deep frustration and concern with regard to recent events involving five GP practices in Swindon and their partnership with the Integral Medical Holdings Group (IMH), it is the responsibility of the CCG to ensure that updates continue, and that people start to regain confidence in local healthcare services.

In May 2019, the CCG announced that IMH would be withdrawing from primary care in Swindon.

This decision was made after assessing recent events and considering what action would help patients continue to receive safe care and treatment without any of the previous difficulties of the last year.

The CCG is now accelerating its work to find alternative local providers to support the five practices going forward.

Bringing practices together to work-at-scale not only helps practices to become more efficient, but also provides GPs and other healthcare staff with more time for their patients.

Conversations with potential providers are taking place on a daily basis and, while there is no update to give at the present time, details of future arrangements will be shared with patients as soon as any key decisions are made.

However, one thing that can be shared is that a number of GP supporters are now working in each of the five practices to offer leadership and hands-on support to review clinical correspondence and the subsequent follow-up action, such as hospital referrals.

These GP supporters are themselves experienced GPs, who have a wealth of clinical knowledge and possess many years' experience in supporting practices to get where they need to be.

It is fully acknowledged that the last 12 months have been an extremely difficult time for patients and for that the CCG offers its most sincere apologies.

Local people are, however, assured that lessons from this challenging period have been learned – especially in terms of communication – and that this learning will be used to prevent similar situations and scenarios from occurring in the near future.

Primary care networks in Swindon

As mentioned on the previous page, GP practices in Swindon are beginning to come together with neighbouring colleagues to work-at-scale, reduce duplication and share back-office functions.

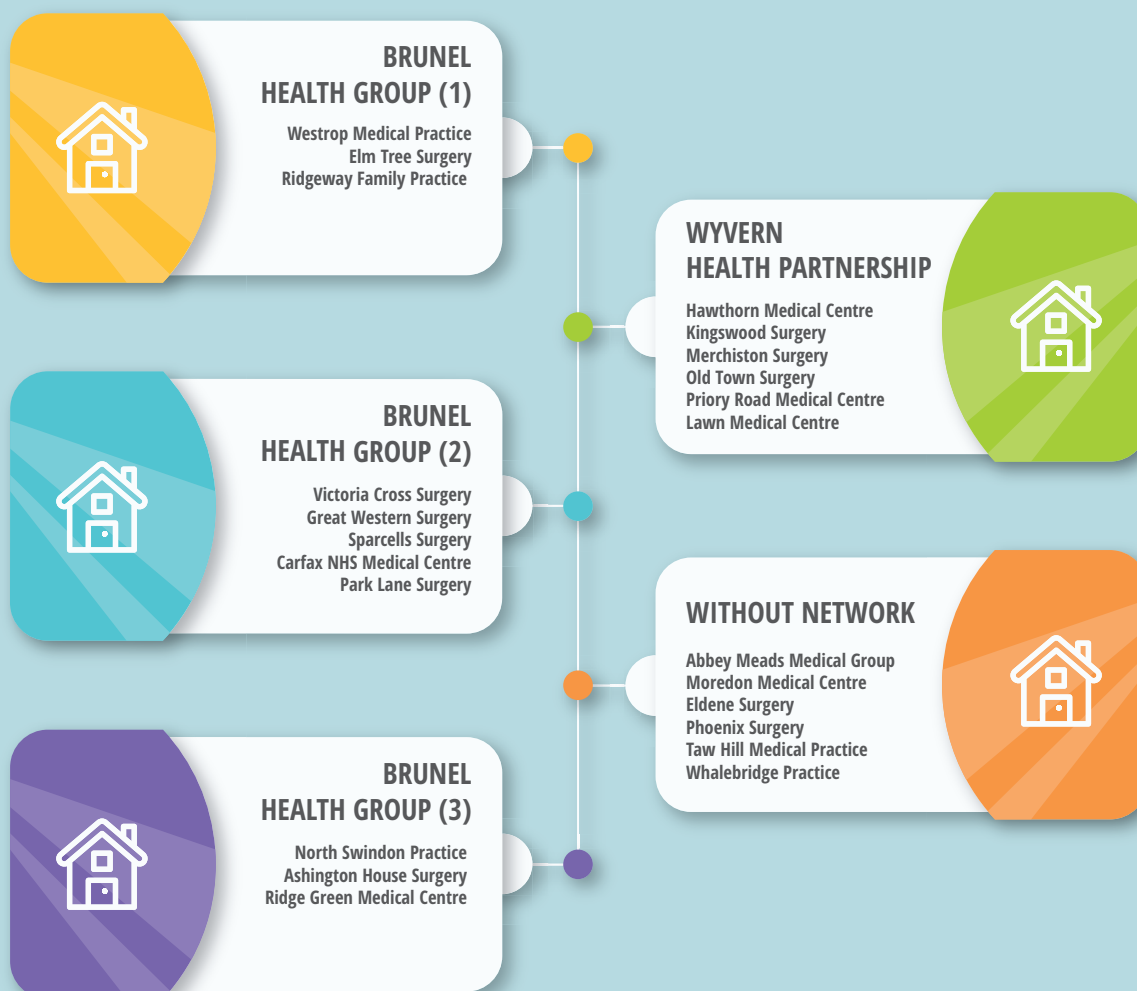
By working in groups, known collectively as primary care networks, healthcare staff will be able to spend more time with their patients as the non-clinical tasks in each practice will be managed centrally, rather than on an individual basis.

Covering a population of between 30,000 and 50,000, the new primary care networks will be small enough to provide the type of personal care people expect from their family GP, but large enough for the efforts of practices working together to have a positive impact on the local health and social care system.

The rationale behind the development of primary care networks is that, through collaborative working, practices will be in a better position to not just respond to a person's needs when they become ill, but take a more preventative approach to healthcare by identifying those at risk before they become unwell.

To do this, each network will benefit from a shared pool of additional healthcare staff – such as clinical pharmacists, physiotherapists and paramedics, who will be able to provide care and treatment that would have once only been given by a GP – as well as the latest data and technology to help understand the specific needs and priorities of a given population.

For example, a network covering a population that is predominantly made up of young families may choose to invest in additional services, such as childhood vaccination clinics, that would help those families to live as healthy and as happy a life as possible.



Keeping local people involved and engaged

The most effective way for any CCG to understand its local population is to get out and meet the very people using local healthcare services.

In Swindon, this approach to engagement is held in high regard, which is why throughout 2018/19 the CCG made the most of any potential opportunity to speak with real people and collect their insightful and informative views.

As well as spending time with members of Swindon's homeless community, the CCG hosted several public engagement events, in which local people were encouraged to come along, have their say and help shape new or existing services.

In June 2018, the CCG sought the views of parents of children with autism to help shape and redefine the pathway of care that young patients in Swindon follow when receiving treatment.

Parents were asked what was working well for them and their children, as well as what could be improved to help reduce waiting times and overall experience.

A new pathway, which is being developed around the parents' feedback, is currently being developed and will be introduced in the coming year.

Elsewhere, the CCG also took a fresh approach to its Patient and Public Engagement Forum, by changing the current format to make room for dedicated deep dive sessions, in which people can scrutinise, as well as learn more about, a specific topic relating to local healthcare.

Warmly received by members, the new deep dive sessions have enabled those around the table to gain a wider understanding of issues such as carers, public health, equality and primary care networks.

Feedback from the session regarding equality proved to be so valuable that it was used by the CCG to produce a set of refreshed equality objectives for the year ahead.

The CCG's Patient and Public Engagement Forum is held on the fourth Thursday of every month and is open to all.

How the CCG performed in 2018/19

The CCG is an adaptive organisation, and one that is always looking to improve the way in which care is provided to local people.

To do this, the CCG routinely monitors and scrutinises its own performance against a wide range of targets.

The most high-profile of these targets are the four NHS Constitution targets which all NHS bodies and organisations must strive to achieve.

These four targets are:

- Admit, transfer or discharge 95 per cent of patients within four hours of arriving at the Emergency Department
- Ensure patients are not waiting longer than 18 weeks for hospital treatment
- Begin treatment for 85 per cent of cancer patients within 62 days of diagnosis
- Ensure diagnostic tests, such as MRI scans, take place within six weeks for 99 per cent of patients

A summary of the CCG's performance against these key targets can be seen below:

Four-hour Emergency Department

Although the four-hour target was not met during 2018/19, the CCG was able to ensure performance stayed within the locally-agreed target for the first six months of the year. Performance dipped during the winter period when the Great Western Hospital experienced a surge in patient demand, as well as outbreaks of norovirus and flu.

Referral to treatment

Throughout 2018/19, the number of people in Swindon who waited more than 18 weeks for consultant-led treatment in hospital rose to a level that surpassed original estimations. In part, this was due to long waiting lists within a number of already busy specialities at the Great Western Hospital, such as gynaecology and trauma and orthopaedics.







Diagnostic waits

Staff shortages within the radiology department at the Great Western Hospital resulted in a poor first six months of 2018/19. During this time, many patients did not receive their diagnostic test within six weeks. However, following a successful recruitment drive, the second half of the year saw performance improve to a point where all patients received their test in the given amount of time.

Cancer 62-day waits

The target was met in June, August and November but was missed in the remaining months of the year due to a number of time-consuming issues, such as increases in demand and delays in transferring complex patients to more specialist providers. Among other interventions to improve performance, the CCG has worked with the Great Western Hospital to introduce a more rapid diagnosis process within gastroenterology, which is helping teams to better manage demand and begin treatment sooner.

Contact Swindon CCG in the following ways

-  Swindon Clinical Commissioning Group
The Pierre Simonet Building
North Swindon Gateway
North Latham Road
Swindon
SN25 4DL
-  swiccg.enquiries@nhs.net
-  01793 683700
-  facebook.com/swindonccg
-  [@swindonccg](https://twitter.com/swindonccg)
-  To read the Annual Report in full, visit www.swindonccg.nhs.uk

Patient Advice and Complaints Team

The CCG's Patient Advice and Complaints Team is there to listen to concerns, comments and complaints.

-  Patient Advice and Complaints Team
Priory Road Medical Centre
Priory Road
Park South
Swindon
SN3 2EZ
-  scwcsu.palscomplaints@nhs.net
-  0300 200 8844