



**Swindon**  
Clinical Commissioning Group

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# Summary Annual Report 2016/17

Optimising the Health and Wellbeing of the People of Swindon and Shrivenham

# Introduction

Welcome to this summary of our fourth Annual Report for NHS Swindon Clinical Commissioning Group (CCG).

2016/17 has been a challenging year for the CCG with the death of our previous Clinical Chair, Dr Peter Crouch. Peter was a key member of staff at the CCG and an experienced GP, having worked in Swindon for over 25 years. Peter raised the profile of Swindon CCG nationally, securing additional funding to support the delivery of services to our population.

During the year, we saw the closure of the community service provider SEQOL. Community health services transferred to our acute provider, Great Western Hospitals NHS Foundation Trust and will now go through a period of redesign to more closely align them with primary care and our GP services.

Nationally and locally, primary care is facing a crisis with an ever-increasing workload and a shortage of general practitioners (GPs) and practice nurses. We fully recognise these severe challenges and are working with our GP Practices and Local Medical Committee to develop new models that will both improve patient care and enable our member practices to work together in a more sustainable manner. We took on fully delegated primary care commissioning responsibilities from NHS England in April 2017.

During 2016/17, health and social care organisations across Bath and North East Somerset (B&NES), Swindon and Wiltshire have come together to begin to develop a five-year Sustainability and Transformation Plan to be delivered through a Sustainability and Transformation Partnership (STP) aimed at improving our local population's health and wellbeing, and helping to deliver financial stability.

Highlights of the year included:

- The safe transfer of community services to Great Western Hospitals NHS Foundation Trust
- The completion of the new Swindon Health Centre
- Launch of the Prescription Ordering Direct Service

As a statutory NHS body, the CCG has submitted to NHS England a comprehensive Annual Report and Accounts for 2016/17. Information on how to see the full version is contained at the end of this document. This summary aims to provide a more accessible version for the public and the CCG's stakeholders.



Dr Peter Mack, Clinical Chair

# About us and our community

Swindon CCG is the NHS organisation responsible for planning, buying and monitoring healthcare on behalf of the 231,515 people in Swindon and Shrivenham. We took the responsibility for commissioning (buying) health services on 1 April 2013. This means that we are responsible for discharging a range of duties on behalf of our population in line with the NHS Act 2006. We are based at the Pierre Simonet Building in North Swindon.

Swindon CCG is made up of 25 GP practices from the local area. We are required to have a Governing Body which includes local GPs, lay members, a practice manager, secondary care doctor, registered nurse and senior managers. We are also responsible for both the quality of the services the CCG buys and for how the budget allocated to the CCG is spent.

The services we commission and monitor include:

- Urgent and emergency care, such as NHS 111, A&E and ambulance services
- Planned hospital care, such as operations and treatments
- Mental health services
- Community health services, such as community nursing and physiotherapy
- Rehabilitation for those recovering from illness and operations
- Maternity and new-born services
- Continuing healthcare for people with on-going health needs, such as nursing care
- Primary Care GP Services



NHS England commission (buy) primary care services such as dental care, pharmacy or optometry (opticians). NHS England also has the responsibility for commissioning specialised services such as organ transplant and specialist cardiac services. Our partners in Swindon Borough Council (SBC) have responsibility for commissioning public health services including health visiting and drug and alcohol services.

The Joint Strategic Needs Assessment (JSNA) is a suite of documents that describes the current and future health and wellbeing and social care needs of Swindon's population. Some of the key facts highlighted in the 2015/16 JSNA help us to make decisions for the future:

- SBC projections estimate that Swindon's population could increase by 14% from 2011 to 2021, and a further 10% from 2021 to 2031
- In Swindon, in 2012-14, the average life expectancy was 79.5 years for males and 83.0 years for females
- In the most deprived areas of Swindon, men die on average 9.0 years earlier and women 2.9 years earlier than those in the least deprived areas
- People with a learning disability are three times more likely than the general population to have a death classified as potentially avoidable through the provision of good quality healthcare.

# Our Vision, Our Mission and Our Objectives

Our vision is to ensure that everyone in Swindon and Shrivenham lives a healthy, safe, fulfilling and independent life and is supported by thriving and connected communities.

Our mission is to optimise the health and wellbeing for the quarter of a million people registered with our 25 GP practices in Swindon and Shrivenham. In 2016/17 we have spent c£264.9m, from which we have commissioned local health services including acute, community and mental healthcare.

Our objectives are:

- To increase the life expectancy of people living in Swindon and Shrivenham
- To increase self-reliance and support self-care
- To increase the support we offer to those with long term conditions
- To reduce emergency admissions and make the shift from unplanned to planned care
- To promote the use of new technology
- To improve the efficiency and productivity of local health services
- To improve the patient's experience of local health services
- To work with NHS England to improve the quality of primary care
- To reduce inequalities in health and healthcare for people in Swindon and Shrivenham



# Our Member Practices

The CCG comprises 25 member practices with three localities in the geographical area of Swindon and Shrivenham, with a registered population of 231,515 people.

The CCG is led by an elected Clinical Chair, Dr Peter Mack, a GP Partner at Moredon Health Centre.

Dr Sarah Bruen, Dr Philip Mayes and Dr Febin Basheer represent the CCG's three localities and Dr Steve Sewell is an elected GP member.

All the GP and practice manager Governing Body members attend the Clinical Leadership Group (CLG) meetings which are held monthly. The Governing Body also includes an elected non-principal /salaried GP representative, Dr Liz Alden. During the year, the CLG has provided a forum for active clinical debate, this has informed the decisions regarding priorities for the CCG. Throughout the year the CLG received and provided feedback to the CCG's member GP practices.

The CCG has continued to host a quarterly Commissioning Forum to keep practices informed and to allow them an opportunity to discuss key topics. Feedback from these sessions is discussed at the CLG and communicated via an electronic newsletter. The structure of the CLG has continued to allow clinical representatives more time to engage with their localities and practices, with clear reporting of messages to and from CLG.

From 1 April 2017, the CCG adopted fully delegated commissioning (buying) arrangements with NHS England for primary medical services. By having this responsibility transferred locally, this will mean that the CCG can ensure a provision of local services that are better suited to address local needs and priorities. This will help us to create a more sustainable primary care system for the future.

## Our GP Practices

- Abbey Meads Medical Practice
- Ashington House Surgery
- Carfax NHS Medical Centre
- Eldene Health Centre
- Eldene Surgery
- Elm Tree Surgery
- Great Western Surgery
- Hawthorn Medical Practice
- Hermitage Surgery
- Kingswood Surgery
- Lawn Medical Centre
- Merchiston Surgery
- Moredon Medical Centre
- North Swindon Practice
- Old Town Surgery
- Park Lane Practice
- Phoenix Surgery
- Priory Road Medical Centre
- Ridge Green Medical Centre
- Ridgeway View Family Practice at Wroughton Health Centre and Chiseldon
- Sparcells Surgery
- Taw Hill Medical Practice
- Victoria Cross Surgery
- Westrop Surgery
- Whalebridge Practice



# Highlights of this year

## Transfer of Community Services

Following the closure of our former community service provider SEQOL, community health services transferred to Great Western Hospitals NHS Foundation Trust in October 2016.

During 2017/18, community health services will go through some redesign to align them with primary care and GP services, providing patients with an improved, streamlined service.

## Prescription Ordering Direct Service

The Prescription Ordering Direct (POD) Service was launched in August 2016 and is a repeat prescription telephone service. The POD service provides an additional method for patients to order their repeat prescriptions enabling increased patient empowerment and the ability to take control of their own repeat medication requirements.

The telephone lines are manned by trained prescription clerks and supported by a registered pharmacist from Swindon CCG.

The main advantage of the POD service is to reduce medicines waste and reduce the potential harm of having a build-up of medication at the patients' home. Reducing the volume of medicines supplied by 10% will also lead to significant cost savings on the prescribing budget for the CCG.

## Continuing Healthcare (CHC)

NHS Continuing Healthcare is a package of ongoing care for individuals who have a "primary health need". It is available to individuals aged 18 or over and the care is designed to meet needs that have arisen because of disability, accident or illness.

The CCG introduced new and improved processes and procedures in April 2016 and employed a team of assessors and administrative staff with a wide range of skills. This has resulted in an improvement to response times to individuals applying for funding, improved record keeping and maintenance of a database and having experts on hand to provide advice where needed.

## Swindon NHS Health Centre

The new Swindon NHS Health Centre is located on the corner of Fleming Way and Islington Street in the town centre and replaces the Swindon Medical Centre at Carfax Street.

This is a much-improved modern facility for patients, set out over four-storeys and includes a pharmacy, two GP practices, dental and podiatry services, among other NHS services.



## Children's Services

The CCG, in close partnership with providers, commenced a review of children's services in 2016. The outcomes of the review will inform a redesign of the service into 2017/18.

Aligned to the review, and in response to reported increases in waiting times, a dedicated comprehensive data collection and quality review was carried out in relation to the Autistic Spectrum Disorder (ASD) pathway. The CCG is committed to reducing current waiting times for assessment on the ASD pathway and has provided additional funding to support providers in acquiring additional specialist resources to achieve this.

## Children's Mental Health Services

During 2016/17, additional funding was made available to CCGs to improve access in care for children and young people engaging in risky or sexually harmful behaviours. The CCG will continue to measure the outcomes of service provision during 2017/18.

Additional successful initiatives completed in 2016/17 included:

- Improving waiting times for children and adolescents accessing Child and Adolescent Mental Health Service (CAMHS). A process began in 2016/17 looking for a provider of the CAMHS service to start in April 2018.
- Successfully securing additional funding from NHS England's Health and Justice Commissioner for an additional specialist post to be based at the SARC (Sexual Assault Referral Centre).

Swindon is part of the Children & Young People's Mental Health and Wellbeing Commissioner Development Programme. Commenced in December 2016, the programme is aimed at improving mental health outcomes for young people and will bring together national examples of good practice to local areas. Working with service users and relevant stakeholders, the CCG will continue to monitor progress and seek to continuously improve mental health services for children and young people in Swindon.

## Diabetes

In 2016, the development of a 5-year transformation programme commenced for diabetes care. The initial work has focussed on transforming services in the hospital setting. This will result in patients receiving appropriate care managed by a specialist team. Further work will progress during 2017/18 as part of the programme, which will integrate and align community services as well as supporting primary care.

## Respiratory/ Chronic Obstructive Pulmonary Disease (COPD)

During 2016/17, the CCG continued to progress through the priority areas to deliver improvement to services for people with COPD. The Great Western Hospitals NHS Foundation Trust has been supported by a Commissioning for Quality and Innovation payment (CQUIN) to improve and optimise the acute pathway. This has resulted in a reduction of emergency admissions and attendances. We have ensured patients with a diagnosis of COPD possess a self-management plan that can be accessed by health professionals involved in their treatment.

# Improving the Quality of Services

## Quality

Quality is central to everything the CCG does. This focus has played an essential role in helping us to ensure that we commission high quality services that are safe, effective and provide our patients with the best possible experience of the NHS.

We work with providers to improve quality through a consistent focus on continuous improvement and learning to embed change and improve patient outcomes, holding them to account for the implementation of these plans. This involves a range of formal and informal reviews and discussions with our providers.

All provider contracts have a robust local quality schedule and agreed Commissioning for Quality and Innovations schemes (CQUINs) to ensure a robust process for quality assurance. These are aligned to the NHS Constitution and NHS Outcomes Framework which cover the three main areas of quality: Patient Safety, Clinical Effectiveness and Patient Experience.

Compassionate care is as important as the quality of treatment. The CCG works with its providers of care to ensure that patients, their families and carers are treated with compassion, respect and dignity, in a safe environment and protected from harm.

## Patient Safety

During 2016/17, 44 serious incidents were reported to the CCG for patients of Swindon and Shrivenham, compared to 96 in 2015/16.

## Safeguarding

The CCG has statutory responsibilities for ensuring safe systems of care that safeguard children and adults at risk of abuse and neglect. We continue to work in partnership with other commissioners and providers of health and social care, as well as voluntary and other statutory organisations, to improve outcomes for adults, children and young people at risk.

The CCG is a statutory member of the Local Safeguarding Children's Board and the Local Safeguarding Adults Board and this ensures health is connected within the local safeguarding arrangements.

Healthcare providers are monitored through regular reviews to ensure that they have safeguarding arrangements in place.



# Learning from Patient Experience

## Our Patient Advice and Liaison Service Team (PALS)

The CCG wants to ensure that it buys the highest quality of care in the way that patients need it. The integrated Patient Advice and Complaints Team (known as PALS) support this process. There are processes in place to capture concerns, comments, compliments and complaints about any of the NHS services which the CCG commissions for the population of Swindon and Shrivenham.

The CCG puts patients at the heart of everything it does, so the PALS Team are there to listen, help and offer advice to patients, families and carers and to help resolve any issues. When someone makes a formal complaint, the team will support the person through the complaints process whilst their complaint is being investigated. If someone feels that their complaint has not been satisfactorily resolved it can then be referred to the Parliamentary and Health Service Ombudsman for an independent review.

This year, the CCG has received a total 168 PALS concerns, comments, compliments and 35 formal complaints.

Out of the 35 formal complaints, eight were upheld and ten were partially upheld by the CCG (51.4%). As of the 31 March 2017 six complaints remain open awaiting the CCGs final response.

100% of all complaints received were acknowledged within three working days. There were no complaints referred to the Parliamentary and Health Service Ombudsman for independent review during 2016/17.

The top five themes for complaints were:

- Communication (35.4%)
- Access and waiting (32%)
- CCG financial issues/policy (14.7%)
- Clinical care (11.8%)
- Behaviour & attitude of clinical; non-clinical staff (5.4%)

# Patient and Public Involvement

We are committed to ensuring we involve patients, carers and the public in everything we do to improve healthcare in Swindon and Shrivenham.

During 2016/17, the Communications and Engagement team undertook several pieces of work which resulted in direct and indirect improvements to work programmes within the CCG.

Highlights over the past 12 months included:

- **Engagement in partner events:** we took part in a greater range of partnership and public engagement events which included groups focused on mental health, end of life, chronic obstructive pulmonary disease (COPD) and diabetes.
- **Patient reference groups:** we convened patient reference groups on several topics including ophthalmology, COPD and diabetes.
- **Public and Patient Involvement Forum (PPI):** we continue to develop the membership of the PPI Forum and during 2016/17 have improved the diversity of our membership.
- **Supporting CCG projects:** we have supported several projects throughout the CCG including the launch of the Prescription Ordering Direct Service (POD), the Swindon Wound Improvement Project (SWIPE), the Community Navigator scheme, Falls and Bones Health Collaborative event and the launch of the Dying Well Community Charter.
- **Social media:** 2016/17 has seen us become active in the world of social media with the use of Twitter and Facebook.
- **Sustainability Transformation Partnership (STP):** we have been working with communication and engagement leads across the footprint, we have delivered an engagement plan for communications around STPs and are leading the communications for the National Diabetes Prevention Programme.
- **Primary Care Procurement:** representatives from Healthwatch Swindon and members of the public were involved with the evaluation of bids as part of the procurement of some primary care services, which included a new provider of general medical services at Great Western Surgery.
- **Winter campaign work:** we developed a campaign to deliver the national Stay Well This Winter at a local level.
- **IVF engagement:** in January 2017, we launched a 5-week engagement relating to a proposed change to the IVF policy. A survey was developed which was completed by 376 people.



# How we spent your money

The CCG directly commissions (buys) a full range of health services and jointly commissions some services with SBC. The major acute provider (and since 1 October 2016 also community services) for Swindon CCG is the Great Western Hospitals NHS Foundation Trust in Swindon and this contract represents 56% of our annual spend.

All CCGs must meet the same statutory and financial duties:

- To ensure expenditure in a financial year does not exceed the allocated budget
- To ensure that the CCG's spend on administrative costs (that is, costs not relating to healthcare services) does not exceed an amount specified by NHS England.

	2016/17
	£m
Great Western Hospitals NHS Foundation Trust	136.6
Prescribing costs	32.8
Joint Commissioning with Swindon Borough Council	23.1
Avon and Wiltshire Mental Health Partnership Trust	16.1
Continuing Healthcare	14.0
Other programme spend (eg. CAMHS service)	8.2
South Western Ambulance Service NHS Foundation Trust	6.8
Other Acute providers <£1m (eg. Care UK)	5.0
Running costs	4.9
Oxford University Hospitals NHS Foundation Trust	4.5
Private Hospital providers	4.0
Oxford Health NHS Foundation Trust	2.4
Mental Health placements	2.3
Private transport providers	1.6
Gloucestershire Hospitals NHS Foundation Trust	1.4
Hospices	1.2
	£264.9m
	£1,144.20
Spend per head of population	£1,144.20

# Contact Us

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NHS Swindon CCG

If you would like to know more about the work of NHS Swindon CCG, or see the full Annual Report and Accounts, please visit our website [www.swindonccg.nhs.uk](http://www.swindonccg.nhs.uk)

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## Patient Advice and Liaison Service (PALS)

You can ask for advice, information or talk to PALS about a concern. PALS is impartial and will work with you to try to resolve a difficulty or problem and can act on your behalf if you wish. They will discuss with you the best ways to resolve your concerns or problems and will agree with you what action to take for your individual circumstances. They can also signpost to other sources of help if needed. Your personal details remain confidential although information from PALS is used anonymously to help improve services. If you have received particularly good service from any health service provider or you have any comments/suggestions to make, please let them know. This information will help us to keep improving our services.

You can provide feedback directly to PALS in writing, by email, by telephone or in person:

Telephone: 0300 200 8844

[feedback.swindonccg@nhs.net](mailto:feedback.swindonccg@nhs.net)

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