



North East Lincolnshire
Clinical Commissioning Group

Annual Report Summary

2016/17



Welcome

NHS organisations like the CCG have to publish an annual report and financial accounts at the end of each financial year.

This summary describes how we carry out our role as a CCG and what our responsibilities are. It also tells the story of the previous 12 months between 1 April 2016 and 31 March 2017, including our achievements and challenges, and sets out some of the risks that could hinder us achieving our plans for the coming year.

More detailed information about our performance, the way we make decisions and our structure and staffing is available in the full Annual Report. The Financial Statements for the year 2016-17 are presented at the end.

In the interests of sustainability we do not routinely produce large printed documents. However, printed copies of both this summary and the Annual Report and Accounts can be provided on request. The information contained in this report can also be made available in other languages and different formats such as audio, large print and Braille.

For further information or to request a copy of this report in your preferred format, please contact us at the address opposite.

If you would like to contact us

The CCG is always very keen to hear from people who use health or care services in North East Lincolnshire, as well as from their carers or families. Your experiences can effectively help us to improve and shape future services.

You can contact us in the following ways:

By post:

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By phone:

Switchboard
0300 3000 400
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Visit our [website](#) for more information about the CCG

You can also follow [@nelincscg](#) on Twitter

Welcome from the Chair and Clinical Chief Officer



Dr Peter Melton
Clinical Chief Officer



Mr Mark Webb
Chair

The NHS is rarely out of the headlines these days. Even if you only follow the news casually, you will be aware that nationally our health and care services have been facing unprecedented difficulties, especially during the past winter.

Here in North East Lincolnshire local services are under similar strain. However, the CCG and North East Lincolnshire Council continue to work hard in partnership to improve advice, support and care services to support local people to have a good quality of life, recover from periods of ill health as close to home as possible, make healthier choices and remain active, engaged and independent for as long as they can. We also want to encourage our local communities to do more for themselves and for each other.

You will be aware our local hospital trust is facing severe financial pressures and recently went into special financial measures. We will continue to support Northern Lincolnshire and Goole NHS Foundation Trust (Nlag) and NHS Improvement as they work to

reduce the financial deficit while improving quality and experience for patients.

However, achieving financial balance will require a fundamental and significant change to the way we deliver services.

The Trust and other local health and care providers are already working with us to look at new ways of providing care to help people avoid unnecessary stays on a ward, be supported to recover at home or in community beds as soon as they are ready to leave hospital and avoid attending A&E when it's more appropriate for them to be treated elsewhere.

Our local hospital continues to face quality issues which were recognised in its recent Care Quality Commission (CQC) report. CCG GPs are playing an important role and working closely with their counterparts in the acute trust to ensure areas of concern are tackled as a priority from a clinical perspective.

To tackle some of the big issues facing health and adult social care, we are also working with different health, care and voluntary organisations from across a wider area than North East Lincolnshire to develop a set of proposals. We call this region Humber, Coast and Vale because of the geographical area it covers and working this way will let us share resources in areas where we are currently stretched, providing a better service to people who use health and care services.

Most of the things we do, however, will aim to deliver the best care we can locally, shaped around what the people living in our area really need. The proposals are set out in the Humber Coast and Vale Sustainability and Transformation Plan (STP) and these are reflected in our local plans outlined later in this report.

We are also working closely with the five other CCGs within our STP area to ensure that we can work together when solutions are needed on a bigger footprint.

Working together across this larger area will also help us to see where we can be more efficient and spend our limited financial resources to the best advantage because if we do nothing, our health and care system will be £420m in the red by 2020.

We can look back at our activities and achievements in 2016/17 with some pride. The CCG has made significant improvements in many areas and continues to lead the way in others.

For example, figures published last year on the My NHS data website showed North East Lincolnshire as the top performing area in our region for a package of key clinical priorities. All CCGs are assessed on how they match up to six priorities and how they compare against others nationally. North East Lincolnshire is among the top seven CCGs in the country overall, with services for people with Dementia and Diabetes being rated particularly highly.

North East Lincolnshire is also performing well in Mental Health with good recovery rates through access to psychological therapies and a pathway offering early intervention for people experiencing psychosis.

There was room for improvement in the 62 day from referral by a GP to treatment for cancer locally and cancer survival rates, however. Work is underway to improve cancer pathways as well as awareness and early diagnosis which can vastly improve outcomes for patients.

North East Lincolnshire also has more mothers smoking at the time of giving birth than many other areas of the country.

Other CCGs and councils across the country are now working towards adopting the way we already support people with Learning Disabilities in our local community.

Our work as part of the National Diabetes Prevention Programme is also leading the way in this area providing lifestyle courses for patients who have been found to be at risk of developing this serious disease.

Sometimes a stay in hospital is needed. However, many patients have better outcomes with the right treatment where they live.



In North East Lincolnshire we are beginning to see fewer people needing to go into hospital as emergencies by putting the right community support in place.

We also want to end the practice of patients being sent to hospital for unnecessary appointments and tests when their condition could be investigated and resolved at their own GP surgery. The CCG has encouraged local practices to share what works best, and patients across North East Lincolnshire are now experiencing fewer differences in the treatment and care they can expect from practice to practice.

Our Community Cardiology service is starting to help people get the support they need closer to home and will continue to see even more patients outside of a hospital setting in the next 12 months.

This is part of detailed plans to improve the situation we have unfortunately seen during the last year where people have been waiting too long for hospital appointments in some specialist areas.

The A&E department at Diana, Princess of Wales Hospital has also been extremely busy, especially during the winter months, and we have put plans in place with the hospital trust to improve waiting times during 2017/18.

Although service demand and costs continue to rise faster than the money the government provides us with to pay for them, we must continue to make sure our local population benefits from new services and treatments.

Health and adult social care must respond to the changing needs of the local population and our budget is based on a complex funding formula which looks at the overall health and wellbeing of people living in our area.

One of our major responsibilities is to balance our books. Each year, CCGs have to decide how to share the money they are allocated across the wide range of services that local people need. These include health services like life-saving emergency care, the treatment of acute physical and mental illnesses, routine family health care and managing long term health conditions such as dementia, heart and breathing problems, diabetes and associated complications, which we see a lot of in this area.

Across North and North East Lincolnshire the total healthcare community is currently spending £2 million per month more than it has coming in.

Our CCG is unique in that it is also allocated money from the local authority to organise and pay for adult social care – this includes services such as homecare, residential homes and adult social work.

Adult Social Care in North East Lincolnshire is facing similar financial and capacity pressures to health. The CCG is well aware these are challenging times for home care providers, for example, as there are known issues with recruitment and retention of care staff but we are working closely with them to ensure they can

continue to deliver quality and compassionate services within the funding available.

We have been working with partners, stakeholders and providers to develop an innovative new approach to delivering home care in North East Lincolnshire and the first phase went live at the end of March in the Humberston area.



We are working hard to ensure that services for the most vulnerable will continue to be available in the future and unlike some areas of the country, we do not have waiting lists for people needing home care and vulnerable people

are not spending unnecessary extra nights in hospital waiting for home care arrangements to be put in place.

We decided in October 2016 to explore the benefits of enhanced Partnership working between the CCG and North East Lincolnshire Council (NELC). There has been significant activity to clarify the ambition and to progress work which would underpin implementation if a decision is taken to move to new arrangements. This has included scoping strategic direction, exploring new models, considering connectivity within the wider context of local, regional and national drivers (for example, North East Lincolnshire as a 'place', development of STPs and Accountable Care Partnerships), identifying opportunities to deliver benefits by working more closely together and examining what re-shaped leadership would best support any new arrangements.

As a CCG in 2016/17 we have delivered savings of £6.3 million for health and £1.9 million for adult social care. Continuing to deliver further efficiencies going forward will require all our skill and innovation as well as strong partnerships. However, we are pleased to be able to say we are forecasting the CCG will achieve financial balance over the next two years.

At the outset of the year, the CCG set out an ambitious range of actions for delivery during 2016/17 and we are pleased to say we have achieved 100% of these objectives. To read about how we have performed as an organisation in more detail, please click [here](#) to jump to the relevant section of the annual report.

We have been proud to witness the on-going commitment and enthusiasm and energy shown from CCG members, employees, partners and the public to achieving our vision and for delivering and maintaining a high quality service to the public during challenging times.

Our CCG continues to be led by local GPs and is very much driven by the community we serve. The decisions we make about services for this area are shaped and influenced by our Community Forum and taken in collaboration with our community, for example through our network of local people, known as Accord. We have found that our decisions and our plans are the richer for their contribution.

People should be at the very front of planning their own care. What you tell us is seen as an opportunity to review the services we plan and buy to make sure they are fit for purpose and meet the needs of the people who live and work in North East Lincolnshire.



On behalf of the entire CCG Board, we present our Annual Report and place on record our sincere thanks to our entire team – including managers, staff, community members and partners - for their continued enthusiastic support throughout 2016/17.

Our Year in Brief

Thames Ambulance Service Limited is announced as the new provider of non-emergency patient transport services across North East and North Lincolnshire. This followed a public engagement exercise and competitive procurement.

April

Local people were urged to only go to the emergency centre at Grimsby Hospital if absolutely necessary as junior doctors carried out industrial action across the country, including in our area.

Patients with COPD were asked to give their views on the support available to them in North East Lincolnshire.

"Social Care and Me" - a new booklet about adult social care - was made available to download.

Mental Health Awareness Week 2016

focused on how good relationships can support us to live healthier and happier lives with fewer emotional or mental health problems. These are the connections that we share with other people such as friends, family, work colleagues and our community. Investing in these relationships can be as important to our health and wellbeing as other lifestyle factors such as eating well, exercising more and stopping smoking. The CCG shared resources and ideas on its popular Twitter feed throughout the week.

May

Carers Week saw a range of activities across our area.

This annual campaign highlights the challenges the 16,000 carers in North East Lincolnshire face and recognises the huge contribution they make to families and local communities. The local Carers' Support Service and staff from a range of organisations (including Alzheimer's Society, Age UK and Healthwatch

June

NEL) were out and about in North East Lincolnshire, letting carers know what support they can access.

The CCG presented a report to North East Lincolnshire Council's Health Scrutiny Committee about its decision in 2015 to move to funding one cycle of IVF. The report discussed a number of lessons that had been learned in the way the 2015 decision had been made, including more timely communication with our stakeholders and improving the way we speak to people who will be directly affected by a decision.

North East Lincolnshire became part of the first wave

of the eagerly-anticipated Healthier You: NHS diabetes prevention programme. Clinical commissioning groups and local authorities across Greater Lincolnshire have teamed up with ICS Health & Wellbeing to offer people at risk of Type 2 diabetes a place on a new health scheme. Healthier You' helps at risk patients - who will be referred to the initiative by their GPs if they have raised blood sugar - make healthier lifestyle choices and reduce their risk of developing the disease.

July

People need access to good, useful information and advice about health and social care. In July the CCG started a campaign to improve what is available here by asking local people what they thought of the advice and information that is available in North East Lincolnshire. What people told us will be used to develop a plan to make sure we give out the right information and advice as and when people need it, to help support their wellbeing.

Young people with experience of mental health services were asked to help shape a new inpatient service for North East Lincolnshire, North Lincolnshire, Hull and the East Riding of Yorkshire. The service will offer hospital care for young people

Our Year in Brief

aged 13-18 needing specialist mental health support, much closer to home, which we know is important to families in our community.

Two events were organised to give young people and their families the chance to work with NHS England and mental health charity Young Minds to make sure the new service looked and felt right for local needs.

Local people were given advice about what to do if their August Bank Holiday did not go to plan. There are often better options (that mean patients will be seen quicker) than going to A&E for minor injuries or illnesses and people were urged to call our Single Point of Access (01472 256256) for advice about urgent health or care needs.

People who care for a friend or relative or who get support from a friend or relative were invited to help shape the future of support for carers in North East Lincolnshire at a workshop in Grimsby.

An apartment building that has been specially adapted to help vulnerable adults develop their independence and have their own front door was officially opened. The refurbished scheme provides 12 self-contained apartments in Grimsby and is the result of partnership working between NHS North East Lincolnshire Clinical Commissioning Group, Homelife Supported Accommodation, a specialist developer of health and social care schemes, and Inclusion Housing, a social enterprise and registered housing provider.

We held our AGM and our membership Accord held its Annual Members Meeting to give local people the chance to find out about the past 12 months in health and social care in North East Lincolnshire.

Nominations were opened for the North East Lincolnshire annual Health and Social Care Awards.

September

August



Our Year in Brief

Thames Ambulance Service Limited launched its new non-emergency patient transport service in North East and North Lincolnshire. NHS funded Patient Transport Services (PTS) are there to help people get to their hospital appointments when they are too poorly or are physically unable to get there otherwise.

People with epilepsy in North East Lincolnshire were offered the opportunity to take part in a focus group where they could highlight their needs and the information and support that would help them.

The CCG and North East Lincolnshire Council held a workshop to give people the chance to find out more about the support services on offer for children with autism and their families and carers.

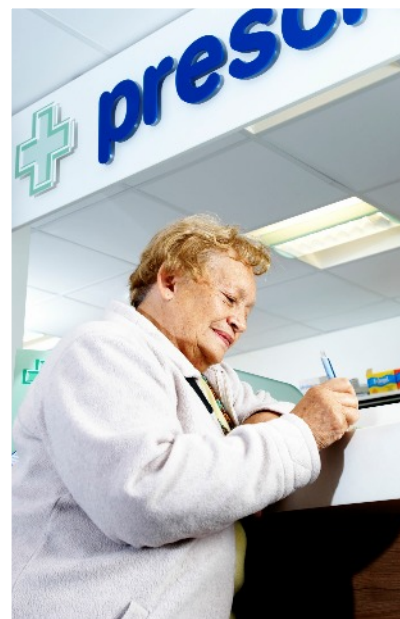
The CCGs in North and North East Lincolnshire are working with different health, care and voluntary organisations from across a wider area to develop a set of proposals to tackle the big issues that cause problems for people living here. This will also let us share resources in areas where we are currently stretched, providing a better service to patients. This is known as the Humber Coast and Vale Sustainable Transformation Plan (STP). The plan was published in November.

October

November

A new Minor Ailments Scheme was launched in North East Lincolnshire to

December



provide local people with easy access to advice and medicine, and encourage self-care for long term and minor conditions. The Minor Ailment Scheme can save time and enable people to avoid waiting to see a GP, and if a person's prescriptions are free of charge then the pharmacist can offer the same free advice and free treatment. The scheme is open to all patients registered with a GP in North East Lincolnshire and will signpost patients to their local pharmacy for treatment for a defined list of minor ailments or conditions.

Pregnant women were encouraged to have their flu vaccine to protect themselves and their baby from serious complications. This was part of the CCG's winter health campaign encouraging the public to take steps to "**Stay Well this Winter**".

Our Year in Brief

January

Non-Emergency Patient Transport was in the news again with the CCG reminding people about the criteria. There are national criteria about who is

eligible for NHS Patient Transport. These are medical criteria and not, for example, about how much people can afford to pay or whether they have access to their own transport. It was reported that in November, for example, 33 people out of a total of 1431 calls (2.3%) requesting transport did not meet the criteria.

The CCG talked about some of the results from a recent survey about how people would like to access routine primary care services. We had asked local people for their views about how best we can make Primary Care services more accessible as we move to a 7 day NHS. The report had not yet been published. However, it does support various Patient Survey findings that Sunday opening is the least preferred option. 70% of people who responded said they can see a health professional for routine appointments within existing opening times. 87% of people said they would be willing to see a suitably qualified professional rather than their GP such as physiotherapist or pharmacist. 70% said they were satisfied with the ways in which they can get advice from their practice at the moment, and there was significant interest in using technology such as phone consultations,



The commitment and hard work of organisations, teams and volunteers were recognised at the annual North East Lincolnshire Health and Social Care Awards held in February. The awards ceremony took place at the Humber Royal Hotel following a great response for the awards with well-deserved nominations for local teams and individuals who provide an exceptional level of care and who are proactively working to improve quality in the industry. From this the community representatives on the judging panel had the difficult job of shortlisting the finalists and selecting the winners of the 12 categories. It was a memorable event celebrating the very best of health and social care in North East Lincolnshire and an opportunity to highlight the achievements and dedication shown by these remarkable people in their roles working within health and social care locally. ***You can see pictures on the following page.***

February

A survey was launched

giving people the chance to share their opinions about improvements being made to local urgent care services. North East Lincolnshire Clinical Commissioning Group (CCG) is looking at ways to improve how people access urgent care so that the right care is made available in the right place, at the right time. We sought the views of patients about improvements that have already been made and to inform future decisions about what services should be put in place to provide high quality urgent care in North East Lincolnshire.

March

The Trust that runs Grimsby Hospital appealed for patients who were referred to see a consultant at Scunthorpe, Grimsby or Goole hospitals before October 2016 but are yet to receive their first appointment to get in touch with them.

Following the launch of a new central referral team, Northern Lincolnshire and Goole NHS Foundation Trust was carrying out reviews and checks of its waiting lists and believed there may be some patients who had been referred before the new system was in place who had not been added to the waiting lists. The CCG was aware of the issue and local GPs had already been working with the hospital trust to ensure all patients they have referred to hospital appear on the appropriate list. However, we understood the need to ask the public directly in order to make sure all lists are fully up to date and include everyone who should be there.

The hospital trust announced it had been placed into financial special measures by NHS Improvement. Financial special measures were introduced by NHS England and NHS Improvement (NHSI) to help Trusts facing the biggest financial challenges (those facing significant and unsustainable deficits) to improve their financial performance rapidly.

2016 Health and Social Care Awards



For more images and details of these exciting awards please click [here](#).

Who we are and what we do

Clinical Commissioning Groups were established in April 2013 and are made up of GPs alongside other people who work in health or care and members of the public who together decide what healthcare services there should be available in their local area. Our CCG is made up of 27 practices providing health services to families

We have been unique in England because we are not only responsible for most health care but also all adult social care services for our local population of more than 165,000 people. Like all other CCGs, we are not responsible for commissioning preventative or some very specialist health services.

CCGs are told by the Government how much money they will have to spend on health services each year. They then have to decide how to share this across the wide range of services that local people need. These are services like life-saving emergency care, the treatment of acute physical and mental illnesses, routine family health care and managing long term health conditions. Long term health conditions include dementia, heart and breathing problems, diabetes and their complications, which we see a lot of in this area.

North East Lincolnshire CCG also receives funds from North East Lincolnshire Council to pay for care and support services for adults who are in need of practical support due to illness, disability or old age.

We work with our partners in the local council and public health, as well as with a panel of volunteers from our local community (known as the Community Forum) and the organisations that provide health care to appraise the health and social care needs of people in North East Lincolnshire and decide how to spend the money allocated. Planning and buying both health and adult social care services means we are able to use the total funds we receive to get the very best value for money for our local population. It also means we can

make the way that services are delivered across health and social care much more joined up. This helps us to make sure people don't experience wasteful and frustrating duplication of services and minimises the risk of people falling through gaps in services.

The range of NHS services commissioned for our population is set out in the Health and Social Care Act 2012.

The responsibility for commissioning Adult Social Care to the local population is delegated to the CCG through a legal Partnership Agreement with North East Lincolnshire Council. The CCG Constitution sets out the membership of the CCG and describes the rules and the internal controls (governance) that put quality – for example, patient safety, effectiveness of care and the experience of people who use commissioned services - at the heart of everything.

In 2016/17, the CCG was allocated £232.724 million by NHS England. This money comes in two parts. The first is a 'running cost' allocation, for funding the management and operation of the organisation. The second 'programme' allocation funds commissioned services. The income to fund Adult Social Care is set by North East Lincolnshire Council as part of its annual resource and priorities process, and in 2016/17 the CCG received £39.844 million.

What we want to achieve & the risks that could affect us

Our latest Operational Plan sets out what we intend to do in the coming year to improve health outcomes and the quality of health and care services for people living in North East Lincolnshire. This is available on the CCG [website](#)

Our plan is based on what local people need and continues the work set out in the CCG's [Five Year Strategic Plan](#). However, what we do in North East Lincolnshire also has to take into account national ideas to improve the way the NHS works that were published in a document called the Five Year Forward View.

Every local health system is expected to stick to **nine** '[must dos](#)' for 2017-18 which have been set out nationally for the NHS. Working as part of our STP is our first **To Do** and the CCG is fully involved in turning STP priorities from plans into real projects that will help us both address some of the big issues facing our communities here in North East Lincolnshire, and close the financial gap.

We are working with different health, care and voluntary organisations from across a wider area than North East Lincolnshire to develop a set of proposals to tackle the big issues that cause problems for people living here. We call this region Humber, Coast and Vale because of the geographical area it covers. Working together across this larger area will also help us see where we can be more efficient and spend limited financial resources to the best advantage because if we do nothing, our health and care system will be £420m in the red by 2020.

The proposals are set out in the Humber Coast and Vale Sustainability and Transformation Plan (STP) and these are reflected in our local plans outlined in our operational plan.

The Humber Coast and Vale area covers six NHS CCGs and six local authority boundaries representing our communities here in

North East and North Lincolnshire alongside Hull, East Riding, York and Scarborough and Ryedale. This will let us share resources in areas where we are currently stretched, providing a better service to patients. Support services such as finance can be shared to make things more efficient and save money. You can download the STP by visiting the [Humber Coast and Vale website](#).

Most of the things we do, however, will aim to deliver the best care we can locally, shaped around what the people in our area really need.



Managing Risks

The CCG adopts an integrated approach to risk management which enables consideration of the potential impact of all types of risks on processes, activities, stakeholders and commissioned services. The CCG Risk Management Framework provides strategic direction and guidance on embedding the integrated risk management approach in all CCG business. Further analysis of the main risks, can be found in the 'risk assessment' section of the Annual Governance Statement.

Going Concern Basis

This Annual Report and Accounts have been prepared under a Direction issued by the NHS Commissioning Board under the National Health Service Act 2006 (as amended) on the going concern basis

In addition:

Clinical Chief Officer: As Accountable Officer, the Clinical Chief Officer is accountable for achieving organisational objectives within an appropriate business framework.

Chief Financial Officer: As the Senior Responsible Officer for NHS finances, the Chief Financial Officer is accountable for compliance with Standing Financial Instructions to achieve financial balance.



Performance Summary

NHS England introduced a new CCG Improvement and Assessment Framework in 2016/17. The framework is intended as a focal point for joint work and draws together the NHS Constitution, performance and finance metrics and transformational challenges and will play an important part in the delivery of the Five Year Forward View.

The Forward View and the planning guidance set out national ambitions for transformation in a number of vital clinical priorities such as mental health, dementia, learning disabilities, cancer, maternity and diabetes. NHS England publishes a rating for each of these six clinical areas for each CCG. The 2016/17 year end assessments will be available from July 2017 on [My NHS](#).

How we compare nationally

North East Lincolnshire CCG's assurance rating against these six clinical priority areas when compared to how others are performing is as follows:

- In terms of Dementia and Diabetes, NELCCG are amongst the 'top performing' CCGs in the country.
- For Mental Health NELCCG is rated at 'performing well' which is similar to approximately a third of other CCGs in the country. (It should be noted more than half the CCGs are in the '[needs improvement](#)' rating). However, despite performing well the CCG is focusing on improving performance on rates of recovery for people accessing psychological therapies.
- NELCCG is rated as '[needs improvement](#)' for Learning Disabilities (in particular, on LD health checks performance),

Cancer and Maternity. However when compared nationally the majority of other CCGs are rated the same in these areas too.

- The CCG's overall assessment against these six clinical domains has been evaluated to be within the best in the country with only three of 209 CCGs with a better assessment.

Measuring our performance helps us to ensure our services are being delivered to a high quality standard and providing value for money.

The CCG has internal processes in place to manage performance against a range of national and local indicators including a mechanism to work with internal and external colleagues to identify areas of risk and implement action plans to mitigate these.

This ensures improvements in performance are delivered. Throughout the year, reports are provided to our Partnership Board setting out our performance against the agreed local and national measures.

This 'Integrated Assurance and Quality Report' describes how, in partnership with our providers, we are meeting the CCG's commitment to ensure that the commissioning decisions and actions we take improve healthcare for the people of North East Lincolnshire and ensure patients receive the highest quality health and social care.

The bi-monthly reports can be found on our [website](#)

Spending Wisely

Every year we are told by the Government how much money we can spend on local health & care. This money has to be shared across the wide range of services people in North East Lincolnshire need.

To do this, we need to work smarter & save ££££££££

No one wants to see waste & inefficiency. Health & care organisations have been working closely together to develop new & innovative ways of maintaining high quality care in what are challenging financial times.

We plan health & social care for a lot of people - **about 165,000 people!**

Health services include life-saving emergency care, the treatment of acute physical and mental illnesses, routine family health care and managing long term health conditions including dementia, heart and breathing problems, diabetes.

Adult Social Care is about support services for adults who need practical support because of illness, disability or old age.

One of the CCG's main duties is to "balance the books", while still making sure local people have services that are high quality, safe, affordable & delivered by skilled people who really care about what they do

"As a CCG we deliver both health services & Adult Social Care"

We have to make tough decisions sometimes... This is because across North & North East Lincs, our healthcare community currently has to spend £2 million each month more than it has coming in.



In 2016/17 we were able to save:

£6.3 million in Health

£1.9 million in Social Care

"We are pleased to be able to say we are forecasting the CCG will achieve financial balance over the next two years"

Do you know how much healthcare costs?

Here's a few basic examples:

A&E attendance - **£107**

Outpatient first attendance - **£158**

Planned inpatient stay in hospital - **£668**

Unplanned stay in hospital - **£2,112**

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Albanian

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lutfen 0300 3000 400 numarali telefonu arayiniz.

Polish

Potrzebujesz pomocy w zrozumieniu tego dokumentu?
Zatelefonuj pod 0300 3000 400

Our Annual Report is available to view online at www.northeastlincolnshireccg.nhs.uk/

Full contact details are available at the front of this summary.



North East Lincolnshire

Clinical Commissioning Group

