



**North East Lincolnshire**  
Clinical Commissioning Group



Delivering joined-up solutions

# Welcome

Introduction by CCG  
Accountable Officer  
Dr Peter Melton with  
Mark Webb (Chair)  
and Rob Walsh (Chief  
Executive NHS North  
East Lincolnshire  
CCG and North East  
Lincolnshire Council)

## The importance of Place

- Economy, health + wellbeing are inextricably linked
- The Greater Grimsby Town Deal
  - Driving economic growth
  - Education and skills
  - Town centre and port
  - Accelerating housing
  - Public / private partnership



# Summary Annual Report 2019-20

## Introduction

We are NHS North East Lincolnshire Clinical Commissioning Group (CCG), an organisation led by family doctors and other clinicians. We work closely with North East Lincolnshire Council under an arrangement called the Union to make the most of the total money that is available to us to plan health and care services that make a positive difference to the lives of people in Grimsby, Cleethorpes, Immingham and the rural areas of the borough.

This report sets out what we have done in the past 12 months to help us achieve our ambitions to improve the advice and care services that support our local communities to enjoy a good quality of life, recover from ill health as near home as possible, make healthier choices about their lives and stay active, engaged and independent for as long as they can. Much of this work is about how we can support local people to do more for themselves and for each other as communities.

We also work with neighbouring CCGs in North Lincolnshire, the East Riding of Yorkshire and Hull as well as organisations in our wider region to plan those services that fortunately fewer patients need or need less often, such as hospital treatment for very serious illnesses or critical injuries.

All of this is underpinned by the **NEL Commitment** to involve local people in our plans and support our communities to play the most active role possible in the way we make our decisions. The CCG received its second Green Star (the highest rating possible) this year for how the organisation meets its duty to involve the public in health and care issues and this is something we remain very proud of.

This is the CCG's sixth year and achievements in the local health and care system include:

- Support for people to manage their long term conditions and general health through the successful rollout of Thrive NEL, our social prescribing service, access to a health apps library, access to online GP consultations, free access to the MyCOPD app for patients and a new micro website to support better heart health
- Support for Mental Health with a successful bid to fund more mental health and emotional wellbeing support for young people in educational settings, the roll out of suicide prevention training for the general public, the launch of an adult autism service and a website offering mental health support for new parents. Local Mental Health provider Navigo has also extended the opening times of its successful drop-in crisis café in Grimsby.

- Five Primary Care Networks (PCNs) have been established in North East Lincolnshire, after a year of successful collaboration they are now planning to consolidate into three. Other innovation within primary care includes improved sharing of patient records, the roll out of new bowel cancer testing and events to help empower patients with breathing difficulties to take better control of their health ahead of the winter flu season.
- The new Adult Strategy has been launched alongside an action plan setting out our ambition to help our adult population live the best lives they can. The latest Extra Care Housing Development, on the Nunsthorpe Estate in Grimsby, is nearing completion which will give residents access to enhanced levels of care while still maintaining their independence and their own front door. Work has been underway to improve the expertise of staff working with people who have been or may need to be deprived of their liberty under the Mental Capacity Act and work is ongoing to improve rehabilitation and reablement services to help people regain as much of their independence as possible following stays in hospital.

You can read much more about the examples above in the service redesign section of the full Annual Report and Accounts.

While we have had another successful year and have once again been rated “Good” by NHS England we know there are, areas where our local health and care system needs to make improvements in both the short and long terms and we must drive these positive changes forward.

We have many positive things to share but this summary also describes some of the difficulties that we and our partners face and these are set out in greater detail in the Performance Report section of the Annual Report and Accounts, along with what we are doing as a local system and a wider health and care partnership to address them. Some of our challenges are national ones and are faced by organisations across the country. We also need to address these at a local level and ensure that people of all ages continue to have access to safe, quality and caring services and live in communities that support them to enjoy the best wellbeing possible through access to a decent job, a decent place to live and a decent education.

This summary gives a general overview but if you want to know more about how the CCG is governed, how we spend the money allocated to us and how we perform against the targets set nationally then this can be explored in greater detail by downloading the full report and accounts.

In the last month covered by this report, the country was gripped by the COVID-19 Pandemic and along with its partners and health and care providers, the CCG moved swiftly and decisively in response. The final outcome for the area is as yet unknown, but it is clear 2020/21 will be a very challenging year for us all. The next annual report will give a full account of the impact of COVID-19 on health and care services across North East Lincolnshire and how we responded.

**On behalf of the CCG Governing Body and the Union Board, we are delighted to present our Annual Report and Accounts for 2019/2020. Once again would like to place on record our sincere thanks to our entire team, including clinicians, support staff, managers, community members and our partners in the local health and care system and beyond for their continued support over the past 12 months.**

**Dr Peter Melton** - Clinical Chief Officer

**Rob Walsh** - Chief Executive

**Mark Webb** - CCG Chair

## About this document

NHS organisations like the CCG have a duty to keep the public up to date with their plans and progress by publishing an annual report and accounts at the end of each financial year. We try to keep this as interesting and relevant as possible but there are sections in the report that are quite technical.

If you do not wish to read the full report, the Overview section is a good introduction as it describes how we carry out our job as a commissioning organisation and sets out our responsibilities. It also tells the story of the last 12 months between 1 April 2019 and 31 March 2020, including our achievements and challenges, and highlights some of the risks that could make it more difficult to achieve our plans for the coming year.

Much more detailed information about the way the CCG has performed, how we make our decisions, how we involve our local communities and groups, and our structure and staffing is available to delve into in the body of the annual report. The annual accounts for the year 2019-20 are set out at the end.

We want to be as environmentally responsible an organisation as possible so we do not routinely print lengthy documents. You can still obtain a printed copy of the Annual Report and Accounts if you ask us for one.

We have tried to make this report as accessible as possible so people with disabilities should



not have difficulty reading this document. However, the information contained in the report can also be made available in other languages and different formats such as audio, large print and Braille. For more information or to ask for a copy of the report in a different format, please contact us at the address at the end of this document.

## Who we are and what we do

CCGs are made up of GPs, other people who are employed in health or care and members of the public who do not work for the NHS. Together they look at what the local population needs and plan and buy those services. Our CCG is led by GPs representing 26 practices who provide health services to families living in Grimsby, Cleethorpes, Immingham and rural North East Lincolnshire, supported by a team of non-clinical staff who carry out the day-to-day running of the organisation. We are accountable to our members, patients and our local communities and are overseen by NHS England and NHS Improvement, a single organisation that supports the NHS and helps us to improve care for patients.

CCGs are allocated a sum of money to spend on health services each year based on the overall health and wellbeing needs of the (just under) 160,000 people who live in our area. This money has to pay for a wide range of services. These are services such as life-saving emergency care, the treatment of acute physical and mental illnesses, routine family health care and managing long-term health difficulties such as dementia, heart and breathing problems, diabetes and their complications (see below for more detail).

The range of NHS services commissioned for our population is set out in the Health and Social Care Act 2012. The CCG and council have a strong and established partnership, underpinned by a s75 agreement, a statutory provision that governs arrangements between NHS organisations and local authorities allowing them to operate pooled budgets at a local level, as well as Integrated Commissioning arrangements.

Like all other CCGs, we are not responsible for commissioning preventative or some very specialist health services. The CCG has delegated responsibility for commissioning primary care services.

Examples of the services and organisations that the CCG commissions include:

- Most hospital services that most people will access. Our main provider of hospital services is Northern Lincolnshire and Goole Foundation Trust (NLaG), but we also commissions services from Hull and East Yorkshire Hospitals, Sheffield Teaching Hospitals Foundation Trust and others
- Community health and social care services, such as community nursing, meals on wheels, and learning disability services, from Care Plus Group

- Adult Mental health services from NAVIGO. Children's mental health services are commissioned on the CCG's behalf by North East Lincolnshire Council from Lincolnshire Partnership Trust
- Residential and Nursing home care for those with eligible needs.
- Primary care services from our local GP practices.
- Home based support to help people with eligible needs with the tasks associated with daily living
- Social Prescribing services and community based preventative services from the local voluntary and community sector.

We work with our partners in the Council and Public Health, as well as with a panel of knowledgeable volunteers from the local community (known as the Community Forum) and the organisations that provide health care, to understand local needs and decide how to best use the money allocated to us.

Our CCG is unusual in England because we commission care services for adults who need practical support due to illness, disability or old age (Adult Social Care). The CCG receives funds from North East Lincolnshire Council (NELC) to pay for this.

Planning and buying health and adult social care services together means we can use the total funds we receive to get the very best value for money. It also means we can make the way that services are delivered across health and social care much more "joined up" which helps us to make sure people do not experience wasteful and frustrating duplication of services and minimises the risk of people falling through gaps between services.

The CCG Constitution sets out the membership of the CCG and describes the rules and the internal controls (governance) that ensure quality. Patient safety, effectiveness of care and the experience of people who use commissioned services are at the heart of everything we do.

In 2019/20, the CCG was allocated **£280.8 million** by NHS England. This includes **£26.8 million** to support delegated Primary Care and **£3.8million** to pay for the management and operation of the organisation which leaves a total of **£250.2 million** to pay for health 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 2019/20 the CCG received **£45.7million**.

## Our Plans

Our plan for the coming year is based on what local people need and reflects the work set out in both the Union Strategic Plan and our Five Year Strategic Plan, you can read these by

visiting the Publications section of our website at [www.northeastlincolnshireccg.nhs.uk/publications](http://www.northeastlincolnshireccg.nhs.uk/publications). 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 NHS Long Term Plan.

We work closely with the Council to ensure that our first priority is North East Lincolnshire as a Borough and a Place, and moving from plans into real projects that will help us address the issues facing our local communities and ensure we maintain financial balance.

We also need to work with organisations across a larger area than North East Lincolnshire to tackle the big issues that cause problems for people living here. Working with different health, care and voluntary organisations will help us see where we can be more efficient and spend our limited financial resources to the best advantage, as well as making sure our population gets the best possible clinical care. We call this region Humber, Coast and Vale because of the geographical area it covers. The Humber Coast and Vale Sustainability and Transformation Partnership is made up of 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. Working together like 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 find out more 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.





# Our year in brief

Some notable stories from the local health and care system from the past 12 months

During 2019/20, the CCG has been working to deliver a number of service developments (both new services and service improvements) that will continue during 2020/21.

You can read about these developments in more detail in the [A-Z of Service Redesign 2019-20](#) in the full Annual Report and Accounts. Here are some highlights showing how we are working to support local people to experience better wellbeing for longer, whatever their circumstances:

- Implementation of some key improvements in enabling people to maintain employment or return to work sooner when being affected by mental health difficulties. Employment being one of the biggest factors in supporting people to maintain good mental health
- New **Autism** Peer Champions have been recruited and trained, promoting the autism agenda and supporting people to support themselves
- NEL CCG has rolled out **Faecal Immunochemical Test (FIT) Testing in Primary Care** for the group of patients without rectal bleeding who are classed as “low risk, but not no risk” of having colorectal cancer in August 2019
- **My COPD** is an NHS approved app to support patients with COPD (Chronic Obstructive Pulmonary Disease) to manage their condition. The CCG has issued more than 200 free licences of the app to patients and has been working with both patients and staff to raise awareness. It has a full education section including videos, a pulmonary rehab programme and advice how to keep well.
- NHS England (NHSE) and the Department for Education (DfE) have established **Mental Health Support Teams**, which aim to provide early intervention on mental health and emotional wellbeing issues, such as anxiety, as well as helping staff within a school or college setting to provide a ‘whole school approach’ to mental health and wellbeing
- Rolling out the previously piloted approach to commissioning and providing domiciliary care (Homecare) across the Borough to improve the quality and efficiency of local services
- Continued to work with our local care home sector to improve the way that health services provide care to individuals in the homes and support the care homes to provide improved care to their residents, with the aim of improving the overall health of the individuals and therefore to reduce the need for non-elective hospital admissions
- Continued to develop and expand Thrive NEL, a Social Prescribing Service which went live in August 2018. Thrive NEL provides an alternative approach to supporting people to manage long term conditions through self-care and self-management, healthy lifestyle choices, and therefore reducing dependency on statutory services.

# Health Check

A summary of how  
our local health  
system performed  
against its targets in  
2019-20



## Finances

The CCG's financial performance in 2019-20 has built on the excellent performance of previous years, despite continued pressures on health and social care funding. This means NHS North East Lincolnshire Clinical Commissioning Group has been able to fulfil all its statutory and administrative financial duties in its sixth year of existence. This is a credit to all the staff and members of the organisation.

This has given the organisation a strong basis from which to tackle the significant financial risks and pressures that continue to face us.

## Achievements and Challenges

Measuring our performance helps us make sure services are being delivered both to a high quality standard and providing value for money. The CCG has internal processes 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 and ensure improvements in performance are delivered. Throughout the year, reports go to our Governing Body that set out our performance against the agreed local and national measures. This 'Integrated Assurance 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. These reports can be found on our website.

### **Some of the key successes for the CCG in 2019/20 have included:**

- A number of targets relating to cancer treatment waiting times continue to be achieved or are close to target
- Good progress has been made on the mental health targets with IAPT Roll-Out, IAPT waiting times and First Episode Psychosis treatment with NICE recommended package of care within two weeks of referral all above their respective national standards
- Dementia is a key priority for North East Lincolnshire. Diagnosis is a key part of the work on dementia with the CCG continuing to perform well on estimated diagnosis rates and above the national standard of 66.7%

### **Some of the key challenges for the CCG have included:**

- A&E waiting times have been particularly challenging for North East Lincolnshire in 2019/20. The CCG continues to work with its partners as part of the A&E Delivery Board to improve the A&E position. This work included a whole system summit led by NHSE where the A&E Delivery Board reviewed all transformation initiatives and selected 6 priorities to be the focus of the next 6 months covering the winter period. The impact of progress with these priorities has been modelled as an improvement in bed occupancy to the required planning levels and to maintain the locally agreed trajectory for 4 hr wait performance. January 2020 performance was 73.1% against our local trajectory of 83.1% (national standard 95%)
- Referral to Treatment waiting times have continued to be a challenge in 2019/20. Actions being taken to address this performance include sourcing alternative provision for certain specialties, promotion of advice and guidance with practices and Outpatient Transformation focusing on the 3 priority specialties to improve response times. January 2020 Incomplete Pathway overall performance was 78.1% against our local trajectory of 82.98% (national standard 92%)
- A number of the cancer treatment waiting times measures are currently below their national thresholds with the 62-day (GP referral) measure proving particularly challenging again in the past year. The CCG is actively engaged with the Cancer Alliance to seek solutions and working collaboratively, we aim to improve timely access to services. Funding has been ring-fenced for our Cancer Alliance to develop Regional Diagnostic Centres and a proposal has been completed to implement this initiative.

## Find out more

We hope you have found this a useful introduction to NHS North East Lincolnshire CCG and have gained an insight into our work during 2019-20.

The full Annual Report and Accounts provide a more detailed examination of our year and tell you a lot more about how the CCG is governed and its day to day operation. You can download this from our website, details below. This document and the full Annual Report are a retrospective look at the previous year financial year. You can find out more about what is currently happening within the CCG and the local health and care system by visiting our website.

If you are interested in health and social care, you may want to join **Accord**, our community membership body which gives you a say in how NHS and adult social care money is spent. You can be involved as much or as little as you like. There are more than 2,500 members working with us to make sure your views are listened to every time a decision is made on services in the area. If you would like to join or find out more please ring 0300 3000 567 or email

[NELCCG.Accord@nhs.net](mailto:NELCCG.Accord@nhs.net).

## How to contact us

### By writing to us:

NHS North East Lincolnshire CCG, Municipal Offices, Town Hall Square

Grimsby, North East Lincolnshire, DN31 1HU

**By ringing us:** 0300 3000 400

**By sending us an email:** [nelccg.askus@nhs.net](mailto:nelccg.askus@nhs.net)

You can also follow us on Social Media look for **@NelincsCCG** on Facebook and Twitter and **nhs\_nelccg** on Instagram

You can visit our website by clicking or typing in [www.northeastlincolnshireccg.nhs.uk/](http://www.northeastlincolnshireccg.nhs.uk/)