

Appendix A



Bedfordshire
Clinical Commissioning Group



Your Health in Central Bedfordshire

Our plans for the people of Central Bedfordshire
2014-16

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Foreword



Welcome to *Your Health in Central Bedfordshire*.

Here you will find out about Bedfordshire Clinical Commissioning Group – who we are, what we do and, most importantly, our healthcare plans for you and our community. It sets out our vision to improve the health and wellbeing of the residents of Central Bedfordshire and our commitment to ensure that health services are safe and you receive the highest quality care.

Our plans also reflect the priorities of the Central Bedfordshire Health and Wellbeing Board. This brings together local health services – hospitals, community health services, GPs – and social services with representatives of the public to maintain and improve services. Working together is key to the success of our healthcare plans for Central Bedfordshire. Together we want to ensure it is a place where everyone can enjoy a healthy, safe and fulfilling life.

As a local GP, I am proud to have been involved in setting up and developing our local clinical commissioning group. We have achieved much in our first year but there is still much to do. A major challenge over the coming year will be the review of healthcare in Bedfordshire that we're leading, which looks at our hospitals and community health services. It won't change our plans for you but it may change how some of them are delivered. We will be involving patients and the public in any decisions we take as a result of the review.

Indeed, listening to and learning from our patients is central to all our work including producing this booklet. I would like to thank everyone who has been involved in helping us develop our healthcare plans and, in particular, those who sat on our editorial advisory group for *Your Health in Central Bedfordshire*.

Towards the back you will find a list of the many ways in which you too can be involved in what we do. Please take advantage of them and keep telling us what you want from your local health services.

Dr Paul Hassan

Chief clinical officer

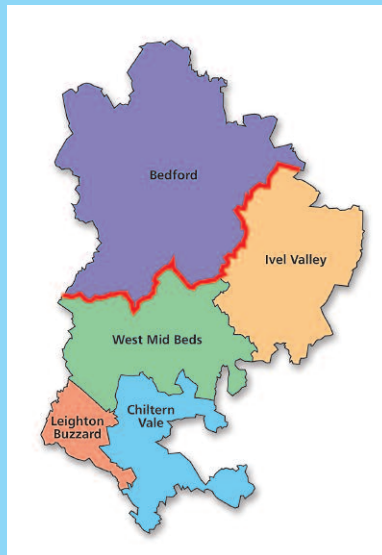
Bedfordshire Clinical Commissioning Group

Who are we?

Bedfordshire Clinical Commissioning Group (BCCG) is responsible for planning, organising and buying NHS-funded healthcare for the 441,000 people who live in Bedfordshire. We have a budget of £444m to spend on local health services including hospital care, community health services and mental health services. We do not fund the contracts for GPs, dentists, opticians or pharmacists; these are managed by NHS England.

BCCG is run by local GPs, nurses and other clinicians – the men and women working on the frontline with patients who are ideally placed to understand local health needs. We were set up in April 2013 when we took over these commissioning responsibilities from what was the primary care trust.

All 55 GP practices in Bedfordshire are members of BCCG which is divided into five areas, which we call localities. As the map shows, four of these localities are in Central Bedfordshire:



- Ivel Valley
- Leighton Buzzard
- Chiltern Vale
- West Mid Beds

There is a BCCG team in each locality working with local GP practices and ensuring that we remain in constant touch with local patients and their health needs.

Further information

- Find out more about how BCCG is organised and governed on our website: www.bedfordshireccg.nhs.uk
- Want to know more about CCGs and how they fit into the rest of the health service? Go to NHS Choices - www.nhs.uk - for more information. Or go to www.gov.uk/government/publications/the-health-and-care-system-explained

Glossary

If there are any words or phrases you don't understand, or look like health service jargon, see our glossary on p17.



Our priorities for you

We have set ourselves a clear purpose:

'To ensure, through innovative, responsive and effective clinical commissioning that our population has access to the highest quality healthcare providing the best patient experience possible within available resources.'

Working in partnership with our hospitals, community health services, GP practices, Central Bedfordshire Council, patient groups and the public, we have developed a set of priorities for the healthcare we commission. Over the next two years, we want local health services to:

- help children and young people receive a healthy start to a healthy life
- enable adults and older people to remain healthy
- support mental health and wellbeing for everyone in Bedfordshire.

As well as meeting our own aim for the people of Central Bedfordshire, these will help to fulfil the vision of the Central Bedfordshire Health and Wellbeing Board, of which we are members, to make this a place where everyone can enjoy a healthy, safe and fulfilling life.

We have also developed a set of health outcomes or targets against which we can be measured and which we think will deliver this aim. These cover:

- preventing people from dying prematurely from physical and mental health conditions that are treatable such as heart disease

- enhancing the quality of life for people with long-term conditions, including diabetes and dementia
- reducing the amount of time people spend in hospital that is avoidable with better and more joined up care in the community
- increasing the number of older people living independently at home following discharge from hospital
- ensuring people have a positive experience of care, whether it is in hospital, the community or through their GP practice
- reducing the number of deaths in hospital that are the result of poor or inappropriate care
- reducing emergency admissions as part of end of life care, enabling more people to die at home if that is their wish.

In the section **What you can expect from us**, we set out some of the services we will commission over the next two years to help deliver these health outcomes for local people. Meanwhile, the charts on pp6-7 set out some of our detailed targets which will show that we are delivering these outcomes for patients.



Review of healthcare in Bedfordshire

A major review of healthcare in Bedfordshire and Milton Keynes is underway to explore how services might adapt and change in the future.

It is led by Bedfordshire CCG and Milton Keynes CCG with support from NHS England and the health regulators, Monitor and the Trust Development Agency. Local patients, patient groups, nurses and doctors, national clinical experts and local politicians are all taking part.

The review won't change or delay our plans for improving services for you but it may alter how some of them are delivered. Patients and the public will be involved in any decisions we take once the review is complete.

You can find out more about the review at www.yourhealthinbedfordshire.co.uk

Further information

Check out our corporate priorities in our Plan for Patients 2014-16. It is available on our website www.bedfordshireccg.nhs.uk

About you

Our plans for local healthcare are based on the local health needs assessment that Central Bedfordshire Council has published. From this we know that:

- It is a growing population and is expected to reach 303,000 by 2031. The biggest increase will be in the number of people aged 65 and over – this is expected to rise by 87%.
- It is a rural population. More than half of the 255,000 who live in Central Bedfordshire live in rural areas.
- There are sizeable health inequalities in the area. For example, men in the richest parts of Central Bedfordshire can expect to live more than seven years longer than their poorer peers.
- Over the past 10 years, early deaths from cancer, heart disease and stroke have fallen but the number of road injuries and deaths remains higher than the national average.

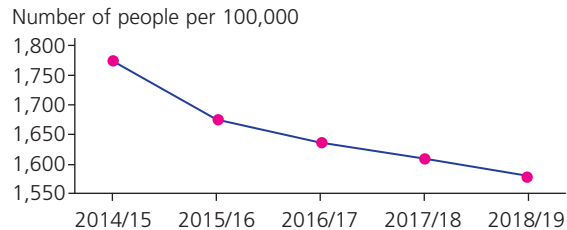
Source: Joint Strategic Needs Assessment, Central Bedfordshire



Our healthcare targets

Here are some of the targets we have set to help demonstrate what we will achieve for patients.

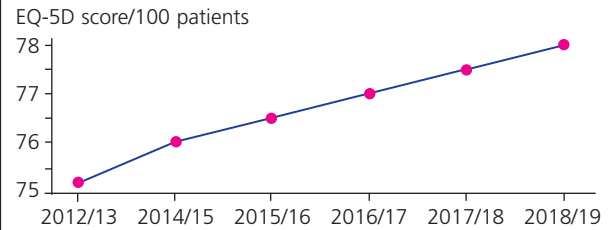
Figure 1 Preventing people from dying prematurely from treatable physical and mental health conditions



In 2014/15, we aim to reduce the number of people dying prematurely from preventable conditions from the current rate of 1,778 per 100,000 people to 1,721 per 100,000 – a reduction of 3.2%.

By 2018/19, we aim to reduce the number to 1,579 per 100,000. This would represent a reduction of 11.2% over five years.

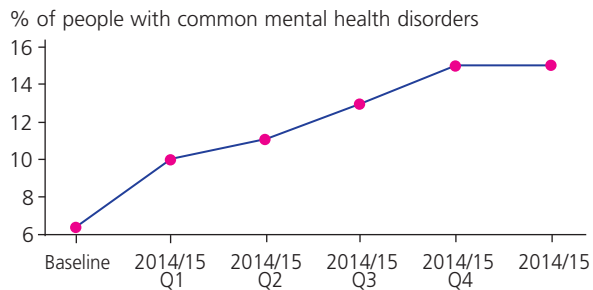
Figure 2 Enhancing the quality of life for people with long-term conditions



Our aim is to improve the quality of life for people with long-term conditions. We calculate this by using a range of measures, such as mobility, self-care and pain/discomfort, known as the EQ-5D score.

In 2012/13, our score was 75.2. Our aim is to increase it to 78 by 2018/19 at a rate of 0.5 points per year.

Figure 3 Access to talking therapies



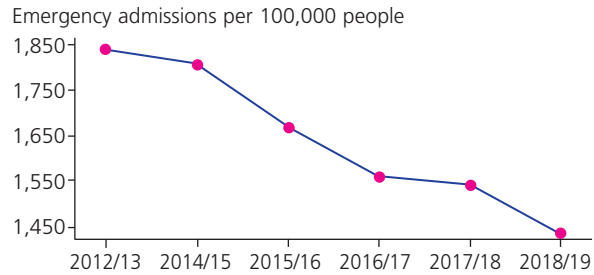
Increasing access to talking therapies such as counselling for people with anxiety or depression is another means of improving the quality of life for people with long-term conditions.

Figure 4 Diagnosing dementia

Population of Bedfordshire	Number of people	Prevalence of dementia diagnosed	% diagnosis rate
2014/15	3226	4815	67%
2015/16	3339	4911	68%

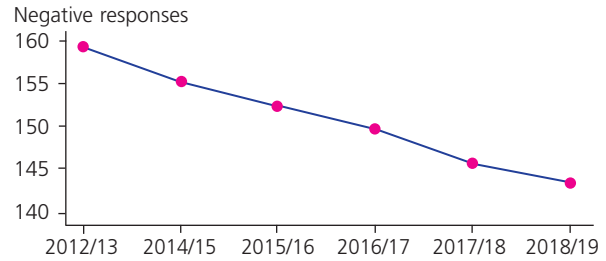
Recognising and treating dementia more quickly will be a further means of improving quality of life for people in Bedfordshire. Our current dementia diagnosis rate in 2013/14 is 49%. We aim to increase it to 68% in 2015/16.

Figure 5 Reducing emergency admissions to hospital



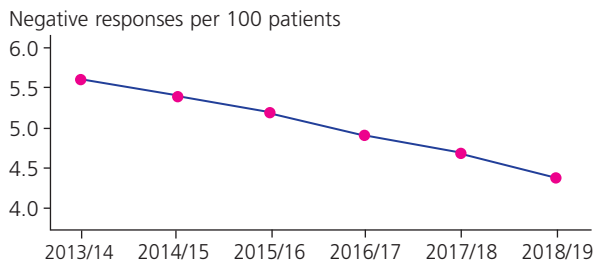
Cutting the number of emergency admissions through more joined up care in the community is an indicator of our ability to reduce the time people spend avoidably in hospital.

Figure 6 Ensuring people have a positive experience of hospital



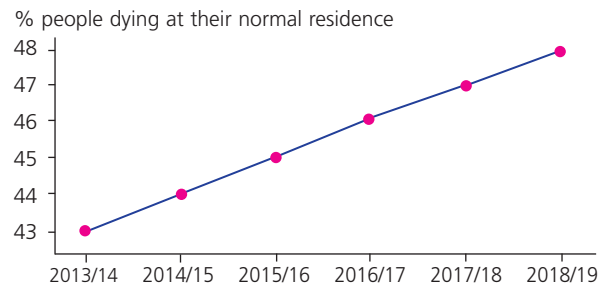
The above data is taken from the National Inpatient Survey which asks each patient 15 separate questions. The score is based on the number of negative responses to all these questions per 100 patients responding.

Figure 7 Giving people a positive experience of GP surgeries and other out-of-hours services



Patients in Bedfordshire are very satisfied with their GP surgeries. But we want to further reduce negative patient experience to 4.4 responses per 100 patients by 2018/19.

Figure 8 Enabling more people to die at home



By 2018/19 we want 48% of people who wish to die at home - or their normal residence - to be able to do so.

Working with Central Bedfordshire Council

One of our priorities for the coming year is to work more closely with Central Bedfordshire Council which is responsible for public health and social care. Patients and public have said they want to see a seamless service between social care and health care. Our GPs want this too.

We already have mechanisms for working together through, for example, the public health team and our membership of the Central Bedfordshire Health and Wellbeing Board. We also work in partnership on such things as standards of care in local care homes and adult and children safeguarding issues.

Meanwhile, through Central Bedfordshire Council's scrutiny processes, we keep local councillors up-to-date with our health plans and activities so they can assure themselves that we are helping to deliver the Central Bedfordshire health and wellbeing strategy.

Starting next year – 2015 – we will take our partnership a stage further by pooling some of our resources. Called the Better Care Fund, this will enable us to work together to improve the lives of some of our most vulnerable residents. Working with the council, we have identified programmes which we will support through the Better Care Fund. They include:

- reshaping health prevention and early intervention services by enabling local health and social services to work together more closely
- supporting people with long-term conditions to manage their own health in the community by developing multi-disciplinary health and social care networks around GP surgeries
- expanding the range of services available to support frail, older people – including housing, mobility and personal care services
- ensuring patients can transfer seamlessly from hospitals to care at home and in the community.

Further information

Go to www.local.gov.uk for more information on the Better Care Fund.

For Central Bedfordshire's health and wellbeing strategy go to www.centralbedfordshire.gov.uk



Safety first

Patients should and do expect to receive high quality, safe care from the NHS whether in hospital or the community. However, recent inquiries into patient safety in hospitals and care homes have rocked people's faith in the NHS's ability to guarantee this.

We have therefore, put quality and safety for our patients at the core of the services we commission. And we encourage all local healthcare staff to demonstrate what we call the 'six Cs': care, compassion, competence, communication, courage and commitment.

We use a variety of ways to monitor the quality and safety of care that our hospital and community providers offer. We do this by:

- making unannounced visits and inspections
- receiving regular data on aspects of patient care and acting on any concerns immediately
- gathering feedback from staff and patients through, for example, complaints procedures and the Friends and Family Test
- developing systems that will enable healthcare staff to raise any quality concerns directly with us.

We all need friends

The Friends and Family Test (FFT) asks patients if they would recommend healthcare they have just received to a friend or relative. It was recently introduced into some hospital services and will be extended to mental health services and GP practices later this year (2014).

Find out more about FFT by going to NHS Choices – www.nhs.uk – and searching on Friends and Family Test.

Staying iNformed

BCCG has recently launched an online reporting system for local GPs and their staff to raise any concerns they have about the quality of care their patients receive. It's called Yellow iNform and will be rolled out to local hospitals and community services over the coming year.



Blue iNform does something similar for the public. It enables patients to raise any concerns, make a comment or ask us a question and is available on the home page of our website www.bedfordshireccg.nhs.uk





Our progress so far

This booklet is primarily about what we will deliver for patients in the coming two years. But here are some of the things we have done during our first year to improve services for people in Central Bedfordshire:

- **Modernising musculoskeletal care**

One in ten of our population suffers from musculoskeletal conditions such as back or joint pain, arthritis, tennis elbow or carpal tunnel syndrome. We are investing £120m over the next five years in developing a service that will enable patients to receive more treatment closer to home.

- **Support for adults with autism**

Adults who are suspected of having autism can now be assessed and diagnosed locally. Around 100 people – who would previously have had to travel to London – have benefited from this service.

- **Chronic fatigue services**

A multi-disciplinary team – including a rheumatologist, psychologist, physiotherapist and occupational therapist – runs regular clinics in Dunstable for people with chronic fatigue syndrome. Patients no longer have to make multiple appointments or travel out of the county for specialist care. By the end of the year, the team had already received 125 referrals.

- **Expanding access to counselling**

Talking therapies, such as counselling, which encourage people to explore their negative feelings, are a proven means of helping people with mild to moderate mental health issues. Last year we

provided further training for our local counsellors to help them to provide even more effective therapies to local patients.

- **Enhancing services for people with diabetes**

We worked with local pharmacists to help people with diabetes use more cost-effective blood glucose meters and manage their care with fewer visits to their GP.

- **Seeking patient views**

We have piloted the government's Friends and Family Test with our GP practices, asking patients for their views. By the end of December 2013 more than two in three patients said they were extremely likely to recommend their GP practice to a friend or family member.

- **Children's health services at Bedford Hospital**

Many families struggled to cope when Bedford Hospital suspended most children's health services last summer. We responded by working closely with our GPs and surrounding hospitals to develop alternative services. We monitored these changes daily, immediately following up individual cases that caused us concern. Many services have now returned to the hospital but at the end of this year local people will be consulted on further improvements to children's healthcare.

What you can expect from us

We have divided our work into three areas which we consider will best help us deliver high quality, safe services that meet local health needs and are accessible close to people's homes. They are:

- children's and young people's services, including maternity care
- adult services – which includes emergency care, planned treatment and healthcare for older people and people with long-term conditions
- mental health services, including dementia care.

Children's health

Our priority for children and young people is to ensure every child in Central Bedfordshire gets a healthy start to a healthy life.

Key to this is getting everyone who works with children's health and wellbeing working together. Over the next two years we will, therefore, work more closely with Central Bedfordshire social services, local hospitals, community health services, and the child and adolescent mental health team.

Our aim is for GPs to work in a multi-disciplinary team with nurses, social workers and other professionals to offer support early and manage most healthcare issues locally. They will be able to call on specialist help and care when it is needed.

Over the next two years, we will do the following to enable children and young people to begin and lead a healthy life. We will:

- integrate social care and health services so that local children, young people and families do not feel bounced from one service to another

- ensure children and young people can move smoothly between hospital services and those provided in the community or by their GP – thus reducing unnecessary visits to hospital
- improve young people's experience when they move from children's to adult services – especially young patients who have been using the child and adolescent mental health services (CAMHS)
- provide mothers in Central Bedfordshire with a consistent level of care by ensuring all their information and details are shared with their GP practice when they leave hospital after giving birth
- include the review of paediatric care started last year within the wider review of local health services.





Adults and older people

As with healthcare for children and young people, we see closer working between social services, community and hospital care and GPs as key to ensuring adults and older people in Central Bedfordshire remain healthy.

An ageing population inevitably means that more of us are developing multiple, often complex mental and physical conditions that require a range of support from lifestyle help to hospital care. This means building care around the patient and is what we are trying to achieve in, for example, end of life care.

Our other aims for adults and older people are to ensure they have access to high quality emergency care and to improve the quality of planned treatment they receive with more care delivered as close to home as possible.



To achieve these aims we will:

- improve the health-related quality of life for people with long-term conditions through for example, our new musculoskeletal service
- reduce the time people spend in hospital by offering more joined-up care in the community
- increase the number of older people living independently at home following hospital care by working more closely with social services
- increase the number of high-risk patients with long-term conditions who have an individual care plan
- reduce the number of emergency admissions for conditions that should not require a hospital stay by offering more support in the home and community.



Family doctors

NHS England is leading plans to transform the way GPs provide services for their patients. In line with this change we envisage GPs in Central Bedfordshire playing a key part in how care outside hospital is joined up through working closely with social services, community and hospital care. They have a vital role in, for example, co-ordinating the care provided by different services and specialists for people with long-term conditions, or enabling fast access to high-quality care locally for people who might otherwise resort to A&E.

To support this work, our plans for this year include developing common systems for planning care across all GP practices, a development programme for practice staff and improvements to patient information.



Relieving the pressure on A&E

Dealing with rising demand for A&E is a serious local as well as national issue. Over the winter we have been part of a working party that brings all the elements of the emergency care system together – Bedford Hospital, community services, the ambulance service and Central Bedfordshire Council.

The group meets weekly and has delivered several initiatives to ensure no one has to wait more than four hours for emergency hospital care. Some of these have been designed to get people out of hospital more quickly and some – such as extended hours in local GP surgeries – have been designed to give people an alternative to A&E. We have also run an extensive campaign called 'Is A&E for Me?' to raise people's awareness of the alternatives to A&E, including their GP or even their local pharmacy.

The success of the working group has encouraged us to continue through the spring and summer so that we can sustain these improvements and keep a firm grip on the emergency care system. We have also recently introduced NHS 111 to Bedfordshire (see p14) which we will be developing later this year.





When it's less urgent than 999, call 111

Anyone who lives in, or is visiting, Bedfordshire has a new number to call when they need medical help fast but it's not an emergency, life-threatening situation.

The number is 111.

The NHS phone service ensures you receive the right care, from the right person, in the right place, at the right time. When you call, you will be assessed, given advice and directed straightaway to the local services that can help you best. This could be GP, a walk-in centre, community nurse, late-opening pharmacist or, if needed, A&E.

The new number is available 24 hours a day, seven days a week, 365 days a year. Calls from landlines and mobile phones are free.



Mental health

A significant number of people – one in six adults – currently experience mental health problems at some point in their lives. Local figures for Central Bedfordshire show that this is likely to increase.

Therefore, we are developing a model that will enable more patients to be seen earlier and in the community – reducing the need for specialist care. Over the course of this year we will procure health care providers who can deliver this new model of care in 2015. As a result we aim to achieve the following:

- closer working with Central Bedfordshire Council to help identify people's mental health needs early and prevent them getting worse
- an increase in the number of people accessing and benefiting from talking therapies by, for example, restructuring and expanding local counselling services
- improved community support for people living with dementia, and their carers
- more and easier access to information and support for families and carers
- increased support to help people with learning difficulties access mainstream services.

Further information

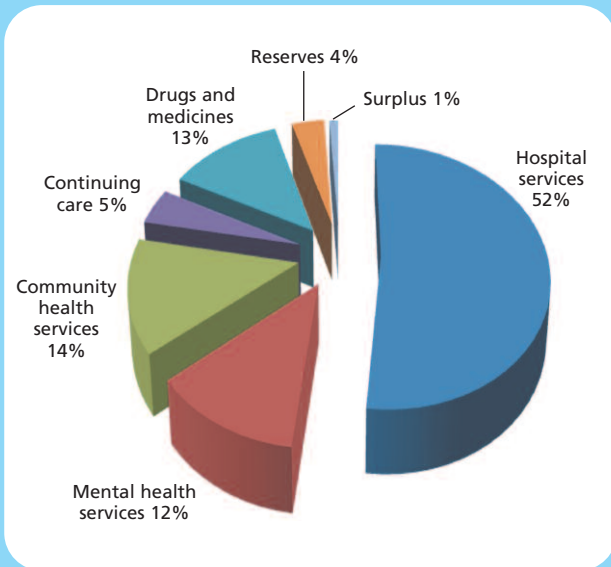
You can read our Mental Health Strategic Objectives 2013-16 at www.bedfordshireccg.nhs.uk

Where the money goes

We have £444m to spend on healthcare in Central Bedfordshire and Bedford Borough next year. Like any organisation, we have to live within our means. We believe we can do this by working with Central Bedfordshire Council our local hospitals and community health providers to deliver more joined-up care, closer to home.

NHS England, which funds us, also expects us to budget for a small surplus.

Our spending plans



Making savings

Like the rest of the health service, we have to use our money efficiently and make savings over the coming two years. In 2014-15 we have to save £12.3m and in 2015-16 we must save a further £6.5m. We will do this by being more efficient and redesigning some of our health services to keep more people out of hospital and treated closer to home. The table below sets out where we will make these savings.

Where we will make savings

£6.2m	<ul style="list-style-type: none"> • Quality and productivity • Medicines optimisation
£3.1m	<ul style="list-style-type: none"> • Improved value
£1.9m	<ul style="list-style-type: none"> • Adults and older people • Children and young people
£1.1m	<ul style="list-style-type: none"> • Mental health
Total £12.3m	<ul style="list-style-type: none"> • Our net savings target for 2014/15

Listening to you

Involving local people in developing our services is vital to their success. For example, to help develop the plans we have outlined in this booklet, we held two workshops – one for clinicians and one for patients.

At these events you told us that you wanted to see more joined up care and more care closer to home with good access to community health services. We have reflected your vision in our plans.

Here are some of the ways in which we listen and learn from people in Central Bedfordshire

- Public membership – we run a public membership scheme for people with a specific interest in local healthcare and how it is delivered. We involve our public members in the Public Engagement Forum (PEF) and we involved them in developing this booklet.
- Stakeholder forum – we developed a stakeholder forum last summer to help us develop ideas for children’s healthcare and are using a similar model as part of the wider review of healthcare across Bedfordshire.
- Patient participation groups (PPGs) – we have encouraged every GP practice in Central Bedfordshire to set up a patient participation group. These are patient groups that meet regularly to discuss how individual practices can improve patient experience.
- Patient network groups – each of our localities has set up a patient network group to draw on the expertise of local PPGs and get an overview of patient experience of local healthcare.
- Social media – we use Twitter, Facebook and our website to find out what people think about local health services.
- Friends and Family Test – we are piloting FFT with our GP surgeries to find out what patients think about their GP service.

- Formal consultation – when we need to make major changes to services, we gather patient views via formal consultation processes such as surveys and focus groups.
- External events – we attend events run by other organisations to let people know what we do and give them a chance to feedback their views. Last year we attended the Full of Life Festival for older people in Flitwick.

Public Engagement Forum (PEF)

The PEF is a subcommittee of our governing body. Its role is to scrutinise our public engagement activities; that is, to ensure we engage and involve local people in our healthcare decisions.

Its members are patient and public representatives from across Central Bedfordshire, including HealthWatch.

Get involved

There are lots of ways to get involved in our work. You can:

- become a public member
- join your local patient reference group
- follow us on twitter @BCCG5
- like us on Facebook www.facebook.com/bedscgg
- phone our advice line 01525 864405.

Find out more by visiting our website:
www.bedfordshireccg.nhs.uk

How you know we are delivering

Patients and the public need to know that we will do what we have promised. We have internal systems in place to collect data that confirms we are doing that. We also have to report back to NHS England quarterly on a series of measures. They include:

- Are local people getting good quality care?
- Are patients' rights under the NHS Constitution being promoted?
- Are health outcomes improving for local people?
- Are CCGs delivering services within their financial plans?

These measures are updated on our website at www.bedfordshireccg.nhs.uk, go to About Us and Our Performance.

There are other ways in which you can know our plans are on track. These include:

- The Health and Wellbeing Board – brings together health and social care services in Central Bedfordshire, receives and monitors our plans on a regular basis.
- Health Overview and Scrutiny Committee of Central Bedfordshire Council – we regularly present to local councillors on the HOSC. We are expected to account for our activities and show that we are involving local people in our decision-making.
- Our governing body – this meets in public every month. It involves local GPs and non-executive directors who act as critical friends and scrutinise our decision-making. Meetings are open to staff, press and the public.
- Contracts – we are open about our contracts with NHS organisations. There are over 200 under contract with BCCG to deliver healthcare across Bedfordshire. The details can be read on our website at www.bedfordshireccg.nhs.uk, go to About Us and Our Providers.

Glossary

Clinical commissioning – when local GPs, hospital doctors, nurses and other clinicians take decisions around what healthcare needs to be purchased (commissioned) to meet the health needs of local people.

NHS England – a non-departmental public body of the Department of Health. NHS England oversees the budget, planning, delivery and day-to-day operation of the NHS in England.

Patient participation groups – are groups of volunteer patients from individual GPs surgeries who meet regularly with the practice manager and one or more of the GPs to discuss the service the practice offers and opportunities for improvements for the benefit of patients. They have been running for more than 40 years.

Providers – any organisation with whom BCCG has a contract to provide healthcare such as Bedford Hospital, the Luton & Dunstable Hospital and SEPT, which provides community and mental health services.

Community healthcare – healthcare that is provided out of hospital and in patients' homes or their community, for example district nursing, palliative care and health visiting.

Friends and Family Test – is a survey that asks patients whether they would or would not recommend a health service they have just received to a friend or relative. The FFT 'score' is derived by comparing those who would recommend the service (promoters) with those who wouldn't (detractors).

CAMHS – child and adolescent mental health services - mental health services for children and young people up to the age of 18.

You can find out lots more about how BCCG work
and how you can get involved in our plans for local healthcare
by visiting our website www.bedfordshireccg.nhs.uk

You can contact us by phone 01525 864430 ext. 5948

Follow us on twitter @BCCG5

Email us at enquiries@bedfordshireccg.nhs.uk

Write to us at
Bedfordshire Clinical Commissioning Group
Capability House
Wrest Park
Silsoe
Bedfordshire MK45 4HR

Or use the Blue iNform button on the home page of our website
to make a comment or ask a question

www.bedfordshireccg.nhs.uk