



Sunderland  
Clinical Commissioning Group

# Annual report summary

2019/20

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Better health for Sunderland

## Statement from the Clinical Chair and Chief Officer

Welcome to the NHS Sunderland Clinical Commissioning Group's seventh annual report covering the financial year 2019/20.

The past 12 months have seen significant achievements in NHS services across Sunderland as we work towards the Five Year Forward View vision through a range of initiatives and understand how our plans need to reflect the NHS Long Term Plan published in January 2019.

On 1 April 2019, All Together Better Sunderland formally came into operation as an 'alliance' of providers and commissioners, working together to join up community health and care services and improve health outcomes.

Working together as equal partners, ATB Sunderland has made significant progress in the past year.

As the year came to a close, the NHS both in Sunderland and nationally was focused overwhelmingly on protecting and caring for our patients as far as possible during the Covid-19 outbreak.

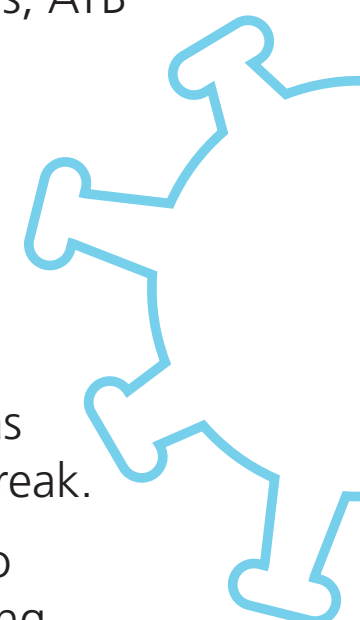
Our thanks and admiration goes to everyone who, at the time of writing, is working so hard in immensely difficult circumstances.



**Dr Neil O'Brien,  
Chief Officer**



**Dr Ian Pattison,  
Clinical Chair**



## Overview

NHS Sunderland CCG (the CCG) is the statutory body responsible for planning, purchasing and monitoring the delivery and quality of most local healthcare and health services for the people of Sunderland.

It is made up of doctors, nurses and other health professionals with management support.

The CCG represents 38 GP practices, serving a population of around 277,500 people.

## Key challenges

The Five Year Forward View identified three key challenges for the NHS:

- **To improve health and wellbeing**

People in Sunderland are living longer but are at risk of spending their extended years in poor health as a result of high levels of poverty, deprivation and lack of opportunity which influence behaviours such as poor diet, lack of exercise, smoking and excessive alcohol use.

- **Improve care and quality**

The quality of general practice is very good, but pressures are increasing and workforce

recruitment and retention in Sunderland and the wider North East has historically been challenging.

- **Ensure sustainability**

In terms of funding and efficiency, 2019/20 has been financially challenging for the CCG and we expect this challenge to continue and become more difficult in future years.

## Our vision

Our vision remains to achieve Better Health for Sunderland and we use the following seven core values to support the delivery of our vision:



## Key Strategic Objectives

In order to achieve our vision of Better Health for Sunderland our three key strategic objectives and their areas of focus are:

- Transforming out-of-hospital care
- Transforming in-hospital care
- Enabling Self-Care and Sustainability

These objectives are linked to our key achievements detailed on the next few pages.

## Key achievements

The next few pages outline some of our achievements during the past year. More examples are included in the full Annual Report.

[www.sunderlandccg.nhs.uk/corporate/annual-report](http://www.sunderlandccg.nhs.uk/corporate/annual-report)

Also, more detailed information about the projects and activities we have undertaken in 2018/19 are included in NHS Sunderland Annual Involvement and Engagement Report 2018/19.

[www.sunderlandccg.nhs.uk/get-involved/involving-the-public-in-governance/annual-engagement-and-involvement-report](http://www.sunderlandccg.nhs.uk/get-involved/involving-the-public-in-governance/annual-engagement-and-involvement-report)

## Transforming out of hospital care

### All Together Better Sunderland

Since being awarded NHS 'vanguard' status in 2015, Sunderland has been at the forefront of developing new models of care. A significant amount of work has already taken place, through All Together Better (ATB), to begin to integrate services and improve the way care is delivered.

On 1 April 2019, ATB Sunderland formally came into operation as an 'alliance' of providers (including GPs in their role as

providers) and commissioners working together to join-up community health and care services across Sunderland and improve health outcomes for people living across the City.

Working together as an alliance means that all partners are equal in standing and focussed on working across organisational boundaries to do what is best for the person and for the whole health and care system.



**All Together  
Better**

## Since April 2019, ATB Sunderland has successfully:

- Established a shared vision, objectives, care and business models
- Published a system-wide plan on a page and annual operational plan
- Identified and begun to implement an ambitious system-wide transformation programme
- Developed governance arrangements
- Established capacity through staff alignment and commitment of resource from all partners
- Developed the ATB architecture and ways of working
- Matured the way we operate at Executive and Programme level
- Secured premises to facilitate collaborative working (with Sunderland CCG's support)
- Developed our communications and engagement strategy

To find out more about All Together Better, visit [www.atbsunderland.org.uk](http://www.atbsunderland.org.uk)



## Transforming in-hospital care

### Path to Excellence – the transforming hospital services across South Tyneside and Sunderland Performance overview

We have continued our partnership with NHS South Tyneside CCG and South Tyneside and Sunderland NHS Foundation Trust on

the Path to Excellence programme, a five-year transformation of hospital healthcare provision across South Tyneside and Sunderland.

Changes made following a consultation as part of phase one of the Path to Excellence have now been implemented.



The path to  
**excellence**

## The decisions were:

- All acute strokes are directed to Sunderland Royal Hospital (SRH), with the consolidation of all inpatient stroke care at Sunderland (running temporarily since December 2016 due to service vulnerability)
- Development of a free-standing midwifery-led unit (FMLU), known as a birthing centre, at South Tyneside District Hospital
- Medically-led obstetric unit at Sunderland Royal Hospital
- Gynaecology care requiring an overnight hospital stay carried out at Sunderland Royal Hospital

- Care for minor gynaecology conditions, including day case surgery and out-patients' clinics, will continue at South Tyneside District Hospital
- The development of a nurse-led paediatric minor injury and illness facility at South Tyneside District Hospital – open 8am to 10pm – and 24/7 paediatric emergency department at Sunderland Royal Hospital as the most sustainable long-term model (option 2)

To find out more about Path to Excellence, visit

<https://pathtoexcellence.org.uk>

## Enabling self-care and sustainability

### Over-the-counter prescribing campaign

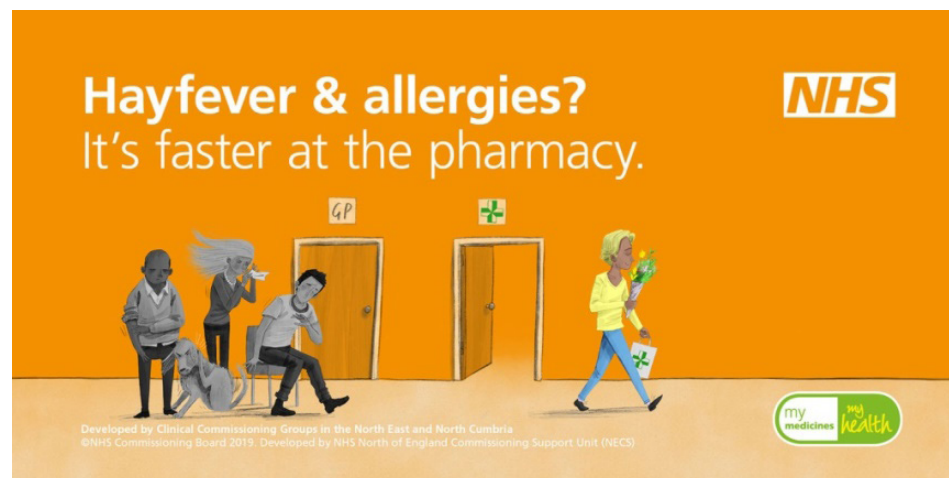
Working across the NHS system in the region, our partners at NHS North of England Commissioning Support developed a campaign aimed at patients, to support efficiencies in over-the-counter prescribing.

We continue to take part in the campaign aimed to raise awareness of the costs of prescribing medicines that are routinely available to buy from local pharmacies, such as paracetamol and hay fever medication.

### Northern CCG Joint Committee

In common with all CCGs in the region, we played an active role in the Northern CCG Joint Committee. A work plan for the Joint Committee for 2020/21 is currently being developed. Where appropriate, meetings are held in public and members of the public are welcome to attend to observe the Joint Committee at work.

[www.sunderlandccg.nhs.uk/corporate/northern-ccg-joint-committee](http://www.sunderlandccg.nhs.uk/corporate/northern-ccg-joint-committee)



## Performance

The CCG measures performance to ensure the services we commission are delivered to a quality standard and provide value for money.

### Accident and Emergency four hour wait

Delivering of the four hour wait A&E standard continues to be a pressure in Sunderland due to increased demand for services in the emergency department (ED) at Sunderland Royal Hospital and workforce pressures in ED. In 2019/20, the CCG implemented the Sunderland Urgent Care Strategy which now delivers:

- A GP led Urgent Treatment Centre (UTC) open seven days per week
- Five Extended Access (EA) hubs across each of the five localities in Sunderland

- Recovery at Home (RaH) service proving a 24/7 nurse and GP home visiting service.

### Delayed transfers of care and long stay patients (DTC)

The flow out of hospital is a pressure in 2019/20 with increased levels of long stay patients in hospital and delays. This is as a result of the increased demand into secondary care and pressures in the intermediate care setting. In 2019/20, additional funding was allocated to manage surge pressures which included additional beds within the system which was then reviewed as pressures increased in December '19.

As a result of the pressures, additional beds were commissioned in quarter four which is delivering improvements in flow. A bed review is being carried out with recommendations included within the case for change and preparations for winter 2020/21.

## Ambulance response times

Ambulance response times remain a pressure locally and regionally with the CCG failing to achieve three out of the four main ambulance response programme (ARP) standards in 2019/20. The CCGs across North Cumbria and the North East (NCNE) Integrated Care System (ICS) agreed additional funding over 3 years, commencing in 2018/19 which aims to deliver a positive impact on ARP standards. The additional funding supported a regionally agreed improvement plan which included:

- Changes to paramedic rotas and changes to vehicles to ensure more paramedics and ambulances available during the day to meet the changes in demand.
- Creation of a new specialist paramedic role to review dispatch, hear and treat and revalidation of less complex ambulance incidents

- Recruitment of additional paramedics

Locally, Sunderland continue to be work with North East Ambulance Service (NEAS) and partners, particularly STSFT to improve ambulance response times with an increased focus on reducing ambulance handover times in Sunderland.

## Cancer waiting times

Cancer waiting times continue to be a pressure in Sunderland, particularly in the 62 day treatment standard and two week wait (2WW) referrals for suspected breast symptoms. Like RTT, the national pension issues and workforce pressures relating to key problematic specialties e.g. urology, dermatology and breast radiology have impacted on cancer performance. The CCG continue to work closely with the Northern Cancer Alliance (NCA) and its providers of

cancer services to deliver improved outcomes for patients.

A number of key initiatives have been implemented in 2019/20 linked to Long Term Plan and monitored via the Sunderland Cancer Task and Finish Group. The initiatives include:

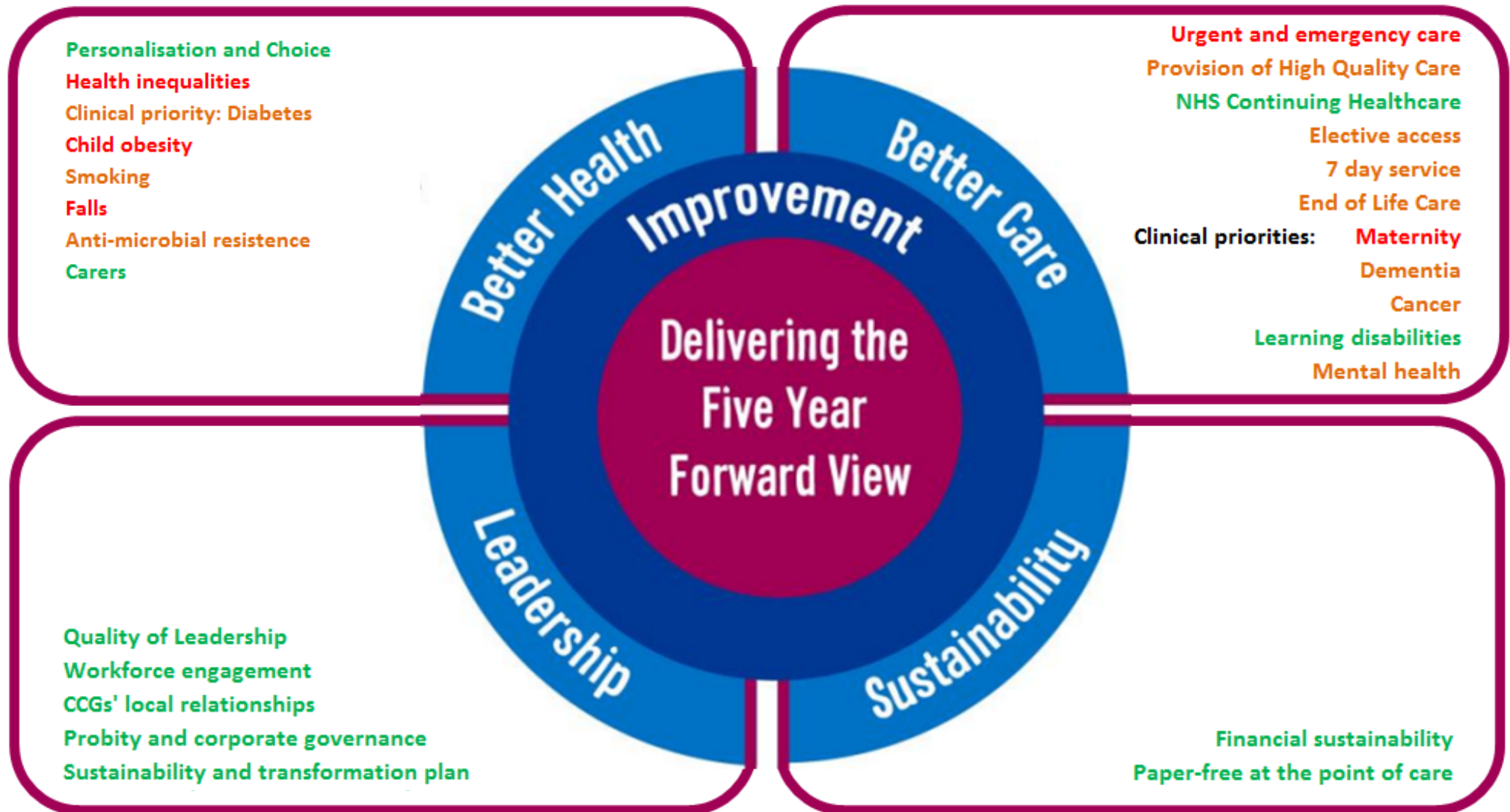
- Increased consultant and diagnostics capacity via additional CCG funding
- Standardised/optimal pathways across a number of tumour groups
- Introduction of a serious non-specific symptoms pathway (vague symptoms), supported by the NCA
- Implementation of lung cancer case finding and introduction of FIT testing (faecal immunochemical test) for bowel cancer

- Implement rapid diagnostic service (RDS) in Sunderland which has been supported by the NCA for 2019/20

### **Mental health standards and expectations**

The CCG continue to perform well against all national mental health standards and expectations. The Mental Health Five Year Forward View (MH FYFV) sets an ambitious vision to transform mental health services, much of which is already delivered in Sunderland. Despite performing well against all national standards and expectations, the CCG is working hard to deliver key local priorities, particularly around waiting times for adults and children.

## Risk assessment against the new improvement and assessment framework



## Financial performance

The CCG allocated 98.98% of its resources on commissioning healthcare in 2019/20.

### CCG spending in 2019/20

Through the CCGs successful management of financial risks and robust financial management the target surplus has been delivered as planned. All financial targets were achieved. For further detail refer to the full annual report.

## Summary of key points

- Expenditure did not exceed income
- Expenditure of £535.7m (budget of £555.9m)
- Cumulative surplus of £20.2m
- Cumulative surplus decreased by £0.7m on previous year



## More information

If you are interested in finding out more about NHS Sunderland CCG or would like to view our annual report and accounts in full, please visit our website at [www.sunderlandccg.nhs.uk](http://www.sunderlandccg.nhs.uk)

## Thank you

We would like to thank all our member practices, partners, stakeholders and community groups for their input over the year. Your support is vital to everything we do and we look forward to working with you in the future.





## Alternative formats

This document is available in large print, other formats and languages on request.

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