



Bristol, North Somerset  
and South Gloucestershire  
Clinical Commissioning Group

# Creating a healthier future together



Shaping better health



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# Introduction

// The world looks very different today to how it did at the beginning of 2020. It's fair to say that the coronavirus pandemic has presented an unparalleled challenge for us all. Families and communities have lost loved ones before their time, and our daily lives have changed beyond recognition as we seek to reduce the spread of the virus.

Community has never been more important than it is now. We are proud to serve the diverse communities of Bristol, North Somerset and South Gloucestershire; we would like to take this opportunity to thank you all for the fortitude you have shown during this time. From choosing the right services for your needs, to following Government guidance and accessing healthcare appointments online – you have shown us the true meaning of community resilience during this difficult time.

As we return to pre-pandemic levels of service provision in the NHS, while continuing to manage

the threat of coronavirus, we have many positives to build on from the past year. These include establishing groups of GP practices, called primary care networks (PCNs), to work together around the needs of their local residents; leading the consultation into the transformation of services at Weston General Hospital (Healthy Weston); and establishing a single community services provider for the whole of our area.

We're incredibly proud of all the health and care staff working across our area and their immense contribution to managing the threat from



**Dr Jonathan Hayes**  
Clinical Chair

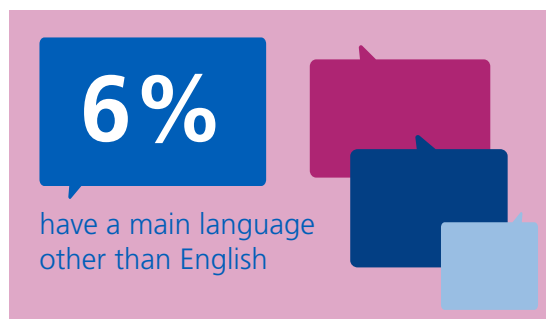
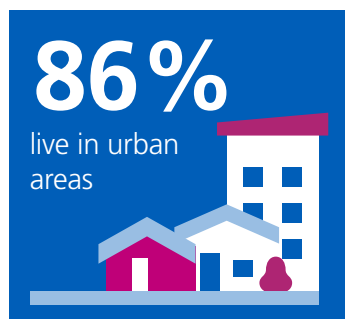
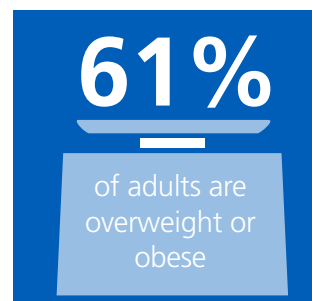
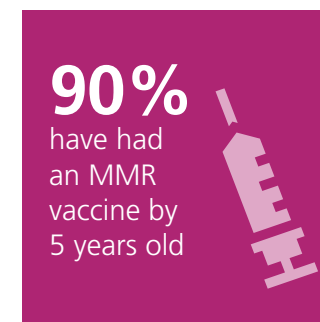
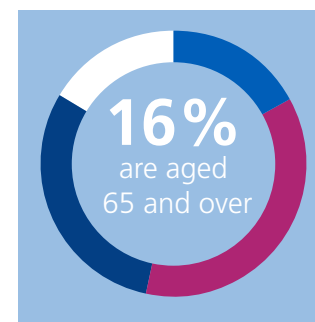
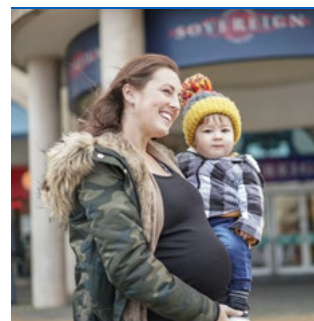
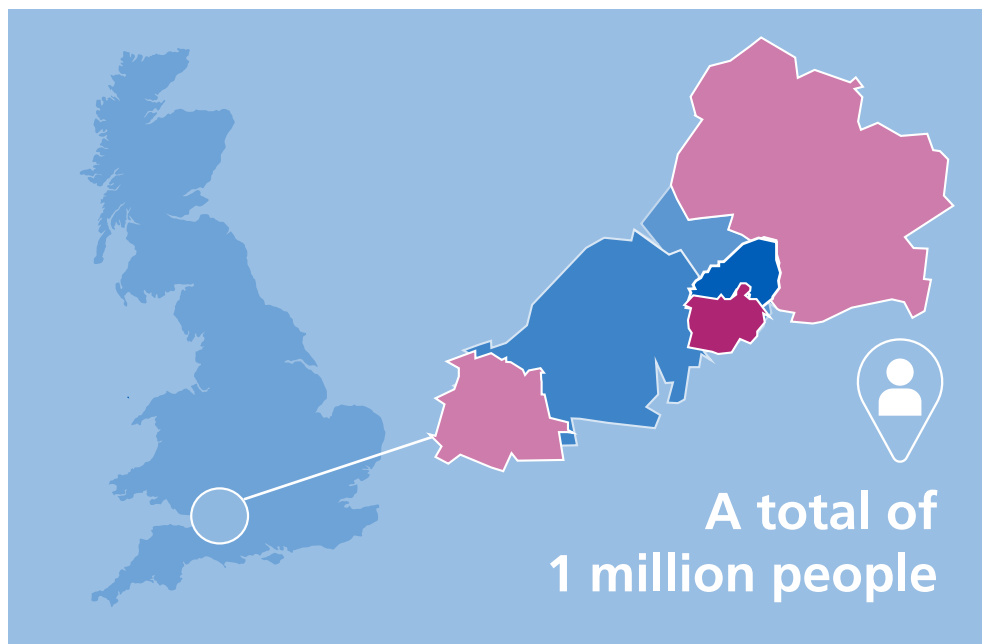


**Julia Ross**  
Chief Executive

coronavirus while continuing to provide excellent care. Seeing so many people collaborate across organisational boundaries and adapt to working with social distancing and protective equipment, all while retaining the compassion that is such a huge part of what we do, has been an inspiration. Collaboration remains core to the way we work - with staff, partner organisations, stakeholders, and most importantly - the public, and only by working together and harnessing our shared expertise will we make the biggest difference.

[Thank you for your continued support."](#)

# Our population

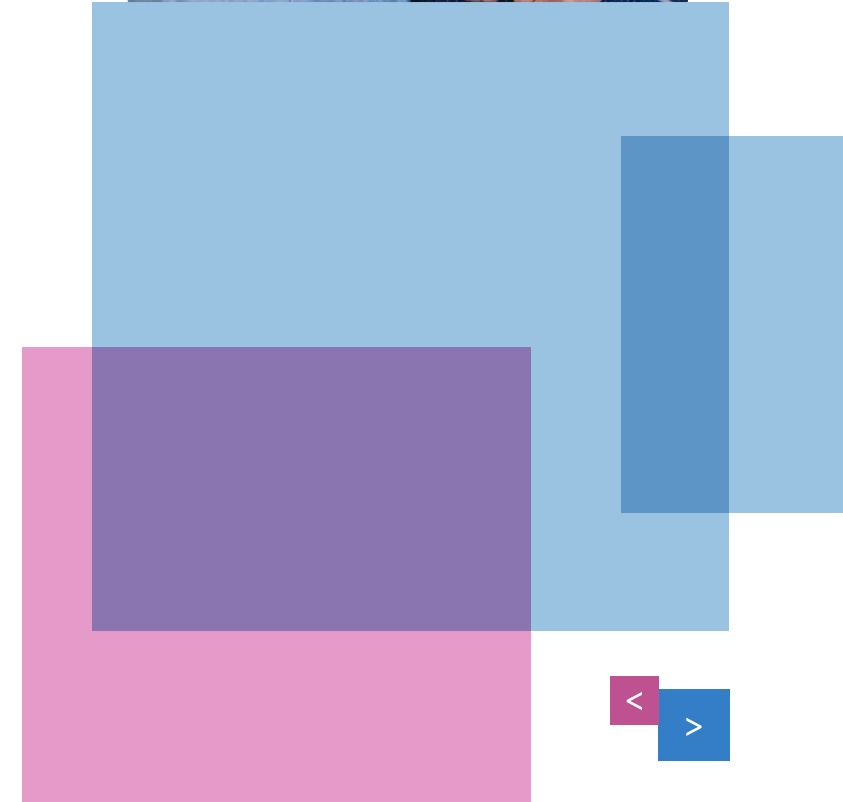




# Who we are and what we do

NHS Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (also referred to as BNSSG CCG) is responsible for planning, buying and monitoring the majority of healthcare services for the one million people who live in our area. Our vision is to ensure healthy, fulfilled lives for everyone – working together with our population to design and shape better services. We work with our partners to improve physical and mental health, promote wellbeing and reduce health inequalities. The services we are responsible for include:

- Urgent and emergency care, such as NHS 111, A&E and ambulance services
- Planned and routine hospital care, such as operations and procedures
- Community health services, such as nursing and physiotherapy
- Rehabilitation for those recovering from illness and operations
- Maternity and newborn services
- Fertility services
- Children and young people's health services
- Mental health services
- Continuing healthcare for people with on-going health needs, such as nursing care
- GP services, also described as primary care.



More than 450 people work for the CCG, collaborating with colleagues from our provider partners and local authorities as part of the Healthier Together Partnership. We are also a membership organisation, made up of the 80 GP practices across our area. Our members provide the clinical leadership for all of our commissioning activities.

The CCG works with citizens and partners to plan health services for local people based on their needs. We are focused on getting best value for our communities, ensuring that every NHS pound is spent in the most effective way possible. To help us take this forward we use the principle of value-based healthcare so that our resources are used equitably, openly and sustainably to achieve better outcomes and experiences for everyone.

Our work is overseen by a 'Governing Body' which ensures that we meet our responsibilities. The Governing Body comprises of five independent members, including a secondary care doctor, a registered nurse, and a member with specific responsibility for patient and public involvement, local GPs, and our executive directors.



# Our values

Our organisational values underpin what we do and how we make decisions. They were developed over a six month period of engagement with our staff, and guide everything we do to ensure the best possible health for the people of Bristol, North Somerset and South Gloucestershire:



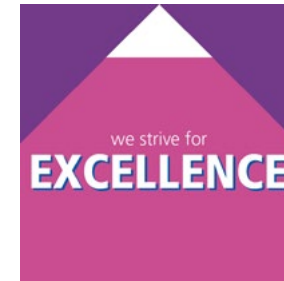
## **We act with integrity**

By communicating with each other, respecting each other's time, being honest and open we build a culture of trust and respect.



## **We embrace diversity**

By fostering an inclusive workplace with diverse perspectives, and recognising the value of each individual, we make better decisions.



## **We strive for excellence**

By challenging ourselves and each other, taking ownership and pride in our work, and investing in our skills, we endeavour to be the best we can be.



## **We support each other**

By looking out for each other and investing in our training and development, we create a caring workplace where staff are empowered to fulfil their potential.



## **We work better together**

By building strong relationships with our colleagues and partners, and sharing our skills, knowledge and experience we become a stronger team.



## **We do the right thing**

By making evidence based decisions and listening to our population we will shape better health for everyone in our communities.



## Healthier Together

Improving health and care in Bristol,  
North Somerset and South Gloucestershire

# Our partners

Collaboration and partnership working are crucial to what we do. By working together with our partners in health and social care we can ensure the needs of our population are best met within the finite resources available.

In Bristol, North Somerset and South Gloucestershire we work with our partners as part of the Healthier Together Sustainability and Transformation Partnership (STP). Through Healthier Together we have committed to working with partners to improve health and care for our population.

This year we worked together to tackle our system's financial sustainability; attract and retain a skilled workforce and improve the care of people with urgent health needs. We also collaborated to manage the local response to the coronavirus pandemic.



### Our partners in Healthier Together are:

- Avon and Wiltshire Mental Health Partnership NHS Trust
- Bristol City Council
- North Bristol NHS Trust
- North Somerset Council
- One Care
- Sirona care & health
- South Gloucestershire Council
- South Western Ambulance Service NHS Foundation Trust
- University Hospitals Bristol and Weston NHS Foundation Trust.





## We also work with a number of other partners, including:

**Health and Wellbeing Boards** which are statutory groups that bring together representatives from the NHS, local authority, public health, adult social care, children's services and local Healthwatch to plan how to meet the needs of their population and tackle local health inequalities.

**NHS England and NHS Improvement** provide national leadership to clinical commissioning groups (CCGs). We work with the South West area team, who also commission some specialist health services and primary care services such as dentists, pharmacists and opticians.

**Avon and Somerset Police** is the lead agency for the Local Resilience Forum, which plans for, and responds to, emergencies within the local police force area. We also work with the police, and local authorities, as partners in local child and adult safeguarding arrangements for our area.

**Healthwatch**, which is the patient champion for health and social care, works with us to provide information and advice, and gather views from patients. There are local Healthwatch organisations across the country, commissioned by their local authority and supported by Healthwatch England.

We work with a wide range of groups and community organisations in the **voluntary and community sector**, which help us make decisions that improve outcomes for patients and the quality of services for particular groups.



## How we spend our money

We spent £1.5 billion on the health and wellbeing of the communities we serve during 2019/20. The largest proportion of our budget is spent on hospital services with the rest spread across community services, mental health and primary care (GP services).

This year we worked alongside with our partners in Healthier Together to develop a joint financial

recovery plan for the first time, ensuring we can collectively improve our financial position as a system.

A significant priority for us is ensuring we meet the growing health demands of our population while also getting the best value for every pound spent.



## Creating value: blood tests for people with long-term conditions

Our blood tests project was shortlisted for two Health Service Journal (HSJ) Value Awards in 2020. Using our shared data, we could see there were inconsistencies in the blood tests being ordered by GPs for people with long-term conditions like diabetes.

The tests differed depending on people's GP practice and the area they lived in. We worked with GPs, practice nurses, and other specialists to agree a single, streamlined list of tests that people should have to ensure they get the best possible care, and rolled it out in all our practices.

Thanks to this project, everyone now gets the right tests consistently, patient experience has improved and we are making better use of NHS resources. Since the project started, we have seen a 6% reduction, equating to 92,455 fewer tests. As well as using our resources wisely, this has reduced the demand on GP time, making a big impact on capacity and resource available for other activities in primary care.



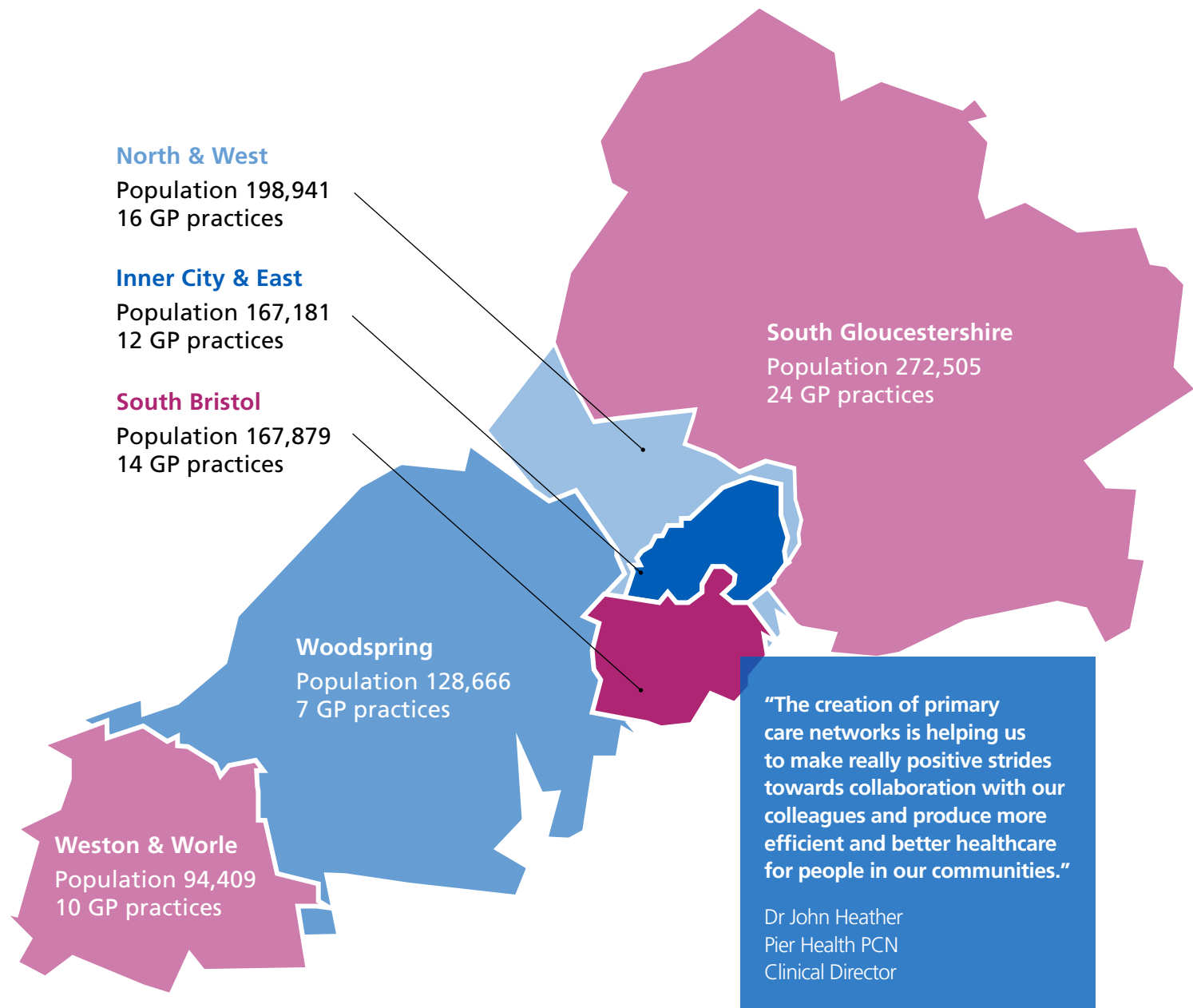
# Our work and achievements 2019/2020

## Building the foundations of integrated out-of-hospital care

During the last three years we have been working with our colleagues in general practice to ensure integrated care for our population. To do this, GP practices are working together within six areas known as 'localities'.

This year we have forged wider provider partnerships in each locality. These partnerships bring together professionals from community services, mental health services and social care, as well as GPs and the voluntary sector – all jointly focussed on the needs of individuals.

Within the localities, 18 Primary Care Networks (PCNs) have been established. PCNs are groups of GP practices working together at scale to share resources and ensure a greater range of appointments and services for local communities.







## South Gloucestershire mental health pilot

Our locality team in South Gloucestershire worked with local clinicians and communities to design a new approach to mental health support for people with complex needs.

The pilot introduced a regular multi-disciplinary team (MDT) meeting at seven participating GP practices, with a specific focus on four patients at each meeting. The MDT brought together GPs, mental health professionals, social care, and voluntary and community sector partners to develop a personalised care plan with each individual.

The collaborative working improved communication and strengthened relationships between GPs and other agencies, providing a better understanding of the support required for the 58 people who were seen throughout the pilot. Those experiencing the pilot have benefitted from a more personalised and streamlined approach to their care.

## Single community provider in place

This year we appointed Sirona care & health as the single provider of adult community health services across our whole area, following a thorough procurement exercise.

The start of the new contract in April 2020 came at the same time as the coronavirus pandemic. Sirona quickly responded to the challenge, providing a range of innovative solutions to ensure that people continued to receive safe care including:

- Wraparound care home support, with regular contact available to care home staff as well as access to an online resource library.
- Introduction of video consultations, which now account for 800 appointments a week.
- Enhanced seven-day-a-week urgent care services in Clevedon and Yate Minor Injury Units, and the Urgent Treatment Centre at South Bristol Community Hospital.

- Integrated discharge planning with hospitals, GPs and social care within the community - supporting people to get home sooner and freeing up much needed space in our hospitals.
- Enhanced seven-day working across community services.
- Advice and guidance phone lines set up for specialist and children's services. This support was available to the public and clinicians across the area.
- Single point of access telephone line for adult services established to co-ordinate community visits and referrals in a streamlined way for the public.

Our partnership with Sirona is key to delivering community services transformation over the next decade, ensuring consistent, personalised and proactive care closer to home for everyone who needs it.





## Healthy Weston improvements underway

With people living longer and new families moving to the area, the health and care needs of the population in Weston-super-Mare are changing. Yet the way hospital services are delivered hasn't always kept pace. For many years, Weston General Hospital had been unable to meet national quality standards in some specialties, or recruit to key posts.

Working alongside senior clinicians from across the area, our vision was to see a stronger and more focused hospital at the heart of the community, providing more of the services people need most often.

Throughout the summer of 2019 we carried out a comprehensive consultation with the local population and received feedback representing more than 3,000 people. The approved clinical model means the hospital will be better able to meet safety and quality standards, as well as attracting and retaining the staff it needs into the future.

The consultation helped to pave the way for the merger between University Hospitals Bristol NHS Foundation Trust and the Weston Area Health NHS Trust in April 2020. University Hospitals Bristol and Weston NHS Foundation Trust (UHBW) will build on years of partnership working between the two organisations to deliver exceptional services for local people, alongside specialist services for the South West.



### More key developments for people in Weston, Worle and the surrounding areas:

- Introduction of a new virtual frailty service, meaning older and frail people can be assessed and supported by clinical experts in their own homes.
- Launch of the Safe Haven mental health crisis service in May 2020, providing telephone support and over one thousand appointments for more than 120 people during the coronavirus pandemic.
- Primary care improvements including a paramedic service for care homes, same-day physiotherapy and the introduction of 'Push Doctor' - a new online GP consultation service.



### Simplifying access to urgent care

We successfully launched our Integrated Urgent Care Service this year, which brings clinical assessment into our existing 111 service. The new development means that people with minor illnesses can be booked directly into appointments with local pharmacists or at the Urgent Treatment Centre in South Bristol.

2019 also saw the launch of our Integrated Care Bureau, designed to support timely and integrated discharge from hospital. Since its launch, the service has supported more than **900 people a month** to get home from hospital sooner with the right support in place. This ensures better health outcomes for people, as well as ensuring that acute hospital beds are available for those who most need them.



## Improving mental health services

Working closely with people with lived experience, we collaborated across the Healthier Together Partnership to create an innovative, all-age mental health strategy that sets out our vision for improved mental health support in the years ahead.

In May 2019, we awarded a ten year contract to Vita Health Group to provide the Improving Access to Psychological Therapies (IAPT) service for our area. Vita Health Group is working in partnership with the Bluebell Care Trust and Windmill Hill City Farm to deliver the new service.

In January 2020, we were shortlisted for a Golden Key Great Practice Award for our engagement on the strategy. The awards panel praised the work that had been done to ensure the voices of people with complex mental health needs were heard and incorporated in our plans.

The clinical model, developed in partnership with clinicians and service users, addresses the causes as well as the symptoms of people's mental health needs.



**"The engagement was an important opportunity for people with complex needs - some of the most vulnerable members of our population - to influence strategy and service design."**

**We know that when health and care is designed in partnership we understand need better, services are stronger and people's experiences improve."**

Aileen Edwards, Chief Executive,  
Second Step mental health charity





## Transforming services for people with autism and learning disabilities

The 'Transforming Care Programme' was introduced to improve services for people with learning disabilities and/or autism.

We continue to prioritise our special educational needs and disabilities (SEND) improvement programme, which we deliver in collaboration with our parent carer forums and education and social care partners.

Health professionals are now receiving more SEND training and we have made significant improvements to specialist services such as speech and language therapy and Child and Adolescent Mental Health Services (CAMHS) over the past year.



## New autistic spectrum disorder service launched

In August 2020 we launched a new service for young people with autistic spectrum disorder, working in partnership with Sirona care & health, Barnardo's, Avon and Wiltshire Mental Health Partnership NHS Trust, Bristol City Council, South Gloucestershire Council, and Bristol and South Gloucestershire Parent and Carer Forums.

The hub, based in Knowle West in Bristol, has supported an average of 11 families per week so far through telephone consultations, video consultations, home visits and face-to-face appointments.

The new service means that children and young people referred for an autism diagnosis have access to a wide range of clinicians in one place on the same day, and can be assessed in a single visit. It also provides a range of support for families.



## New approaches to healthier ageing

We undertook extensive public engagement as part of our frailty programme, ensuring that lived experience was at the heart of our plans. More than 2,000 people shared their views with us.

We ran engagement events with groups including those with learning disabilities, black and minority ethnic communities, those people experiencing social and economic deprivation, and carers, in order to shape a new approach to frailty support across our area.

This engagement helped us to understand what matters most to people. People told us they wanted their care to be simpler to access, more joined-up around their needs and focussed on maintaining their independence.



### What is frailty?

Frailty is related to the ageing process. It describes how our bodies gradually lose their in-built reserves, leaving us vulnerable to dramatic, sudden changes in health triggered by seemingly small events such as a minor infection or a change in medication.

In medicine, frailty defines the group of older people who are at highest risk of falls, disability, admission to hospital, or who need long-term care. Frailty is amenable to prevention and treatment, which is why supporting healthy ageing is so important to us.





## North Somerset 'virtual' ward rounds

A 'virtual' ward round has been introduced in North Somerset, meaning that frail people can now be assessed and supported by a range of clinical experts from the comfort of their own homes.

The new multi-agency initiative provides all the expertise and input of a ward environment, but virtually – meaning fewer hospital visits and a more proactive approach to support. It also ensures that GPs can discuss a frail individual's needs with a team of experts within 24 hours of a referral. The team is able to quickly assess the person's needs before creating a bespoke care plan with the individual and their family and carers.

## Tackling health inequalities

There is a ten year gap in life expectancy between the most and least deprived areas in Bristol, North Somerset and South Gloucestershire. Tackling this variation requires a concerted partnership effort from health and care organisations, working to understand the impact of wider factors such as housing and employment.

We also know there are a number of barriers to people accessing support – from the cultural competence of services, to stigma and lack of trust. The coronavirus pandemic has brought these inequalities into even sharper focus. Addressing them is a major priority for us and the Healthier Together Partnership.

This year we built on available public health information and data from our Citizens' Panel to develop a 'Population Health Management' approach. This helps us to understand people's needs much more comprehensively - in particular those who may face worse health outcomes. This improved understanding of our population helps us to allocate resources more effectively.

We have also been breaking down barriers to access – for example, designing better services for our homeless population and providing information in a range of community languages. Most recently we have started hosting 'listening events' with our population, including disabled people and minority ethnic communities, to understand the impact that coronavirus has had on them. The feedback and insights from these events will shape our decision-making on an ongoing basis.



### Citizens' Panel

The Healthier Together Citizens' Panel is a public involvement initiative for Bristol, North Somerset and South Gloucestershire.

Made up of more than 1,000 people who form a representative cross-section of the area's residents, the panel enables individuals to voice their views on health and care matters in their area, while helping to influence and shape the future of our health and care services.

Recent feedback from the panel has helped us to shape access to healthcare services, as well as the roll out of the flu vaccination this winter.

## How we measure success

Our overall performance is assessed on an ongoing basis against NHS England's Oversight Framework. Despite the challenges we have faced, working with our partners we have still achieved success in many areas including a reduction in waiting times for many cancers, a reduction in hospital-acquired infections and improvements on eliminating mixed-sex accommodation.

To respond to the coronavirus pandemic, many non-urgent services and procedures were temporarily paused. Our focus now is on returning those services to pre-pandemic levels, which is not without challenge. Services are working with reduced capacity due to social distancing and infection control measures. As a result,

waiting times for some routine treatments are likely to be longer. We are having to think and work differently to find ways to bring services back, while also continuing to manage the ongoing threat of the virus. Thousands more appointments are taking place remotely and digitally, although we recognise this is not an option for everyone.

We are committed to meeting the standards set out in the NHS Constitution, and it is our responsibility to ensure that all services provided are of the highest standard. Where any of our services are not meeting these required standards, we work together with our providers to ensure that all issues are quickly addressed.





# Working with you

Putting people at the heart of what we do is one of our guiding principles. During the course of 2019/20 we have received views, ideas and feedback from more than 8,000 people – whether through engagement sessions, conferences, local meetings, public consultations, surveys, online feedback or our Citizens' Panel. Our Governing Body meetings are also open to the public and can be viewed online as part of our commitment to transparency.

This year we were really proud to be awarded the highest possible rating for patient and community engagement - the 'green star' rating - in NHS England's assessment framework in July 2019.





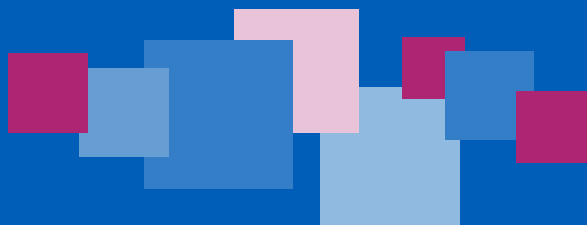


## Have your say

Knowing what local people think about health and care issues is really important to us, and we are always looking at new and different ways of working with our population. We will continue to work closely with our voluntary, community and faith sector partners as well as members of the public, to listen to what matters most.

We believe our best services are those that are co-designed with our population and we'd like to thank everyone who has been involved in helping influence our work this year. You can share your experiences, views and get involved in our consultations by visiting our website: <https://bnsgccg.nhs.uk/get-involved/>



# Creating a healthier future together



This 2019/20 Year in Review is a short companion document to our more detailed 2019/20 Annual Report and Accounts - a full version is available to view on our website at [www.bnssgccg.nhs.uk](http://www.bnssgccg.nhs.uk). If you would like to receive this document in another format, get in touch with us at the details below:

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**NHS**  
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