We are pleased to present the summary annual review from NHS Walsall Clinical Commissioning Group (CCG).

Reflecting on our third year as a clinically led and locality driven organisation, we have continued to work passionately and steadfastly towards our vision to “Improve the health and wellbeing of the people of Walsall”.

Walsall’s population is diverse, growing and constantly changing, with significant deprivation in the west of the borough and relative affluence in the east. We are aware of the need to meet the growing health needs of the local population, while at the same time ensuring we work within the limited budgets and resources available to us.

The CCG has made numerous investments during 2015/16 to support improvements in health, wellbeing and quality of life for local people, against a challenging financial context for health and social care in Walsall. We have a strong commitment to continue local investment during 2016/17.

Moving forward, we know that the NHS is facing an unprecedented level of future pressure; driven by an ageing population, increase in long term conditions, rising costs and public expectations, and a challenging financial environment. We are, however, in a good position to continue in the delivery of our Operational Plan and respond to the challenges ahead.

What we have achieved in 2015/16 has only been possible through working closely with our GP member practices, NHS providers, the local authority, voluntary and community organisations, and of course the public and patients, and we would like to thank everyone we have worked with this year.

We hope you find this document informative; we believe that it gives a good overview of our work over the last 12 months.

Dr Anand Rischie,
Chair and Clinical Lead
Who we are and what we do

NHS Walsall Clinical Commissioning Group was formed on 1 April 2013 and is responsible for improving the health of the 274,000 people who live in Walsall.

We do this by assessing local health needs and commissioning community, hospital and mental health services to meet those needs.

Since April 2014, we have also taken on the role of joint commissioning of primary care services with NHS England and as of 1 April 2016, Walsall CCG assumed full delegation.

Walsall CCG is a clinically-led organisation which means that local GPs and lay representatives use their local knowledge and personal experiences to plan, buy and monitor the quality standards of hospital, community health and mental health services used by Walsall residents.

Walsall CCG is made up of 59 GP practices across Walsall and through representation on the Governing Body, help to plan and buy local NHS services.

We currently commission services from the following providers (among others):
- Walsall Healthcare NHS Trust
- Dudley and Walsall Mental Health Partnership NHS Trust
- Walsall Borough Council
- West Midlands Ambulance Service

Those services include:
- Urgent and emergency care such as A&E, NHS 111 and the ambulance service
- Out of hours GP services
- Elective hospital care, e.g. operations
- Community health services such as speech and language therapy, blood tests, physiotherapy and other rehabilitation services
- Maternity services
- Children’s healthcare services
- Services for people with learning difficulties
- Mental health services
- NHS Continuing Healthcare.

We do not commission the following services:
- Pharmacies
- NHS opticians
- NHS dental services
- Health services for people in prisons
- Health services for members of the armed services and their families
- Specialised NHS services
- Public health services.
Over the past 12 months the Walsall Health economy has faced some other key challenges:

- Improvement was immediately required in a number of areas including maternity services and emergency care at Walsall Manor Hospital following the publication of the Care Quality Commission’s inspection report.

- Achievement of the A&E four hour wait standard continues to be a significant challenge both locally and nationally. Standards of care have at times fallen below what we would expect, and we have been working hard with Walsall Healthcare NHS Trust and other partners to make significant improvements.

- Continued challenges in meeting the NHS Constitutional standards for Referral to Treatment (RTT), whilst also clearing the backlog of patients who have already waited more than 18 weeks. Work to reduce GP referrals and outsource to the independent sector has helped relieve some of the pressure.

Although there has been an improvement in the health of Walsall residents over the last decade, the health of local people is generally worse than the England average.

Walsall contains some of the most deprived areas in the country and the communities living in these areas have poor health.

The high prevalence of a range of preventable conditions represents a real challenge and requires a concerted effort from communities and public bodies working together.

On average, life expectancy for men and women in Walsall has improved in parallel with regional and national improvements over the last 20 years, but always at a lower level. More recently the improvement in life expectancy for men in Walsall has slowed and the gap is widening.

In addition, there is evidence that people in Walsall are likely to be affected by poor health in their last years of life, often involving preventable conditions where lifestyle changes would have a significant impact on health, wellbeing and healthy life expectancy.

Diabetes continues to be a leading commissioning priority as the prevalence rate in Walsall is higher than the England average. Population demographics such as an increase in the elderly population, high levels of deprivation and consequent lifestyles, also contribute to high levels of obesity in Walsall.
Our Priorities

Vision
Walsall CCG is committed to working in partnership to achieve health and wellbeing improvements and reduce health inequality for the people of Walsall.

Values
• Respect and value people
• Listen to local people
• Clinical leadership
• Clear accountability and transparency
• Innovation
• Prevention
• Partnership
• Public value

Our Strategic Objectives

Mission
Improving the health and wellbeing of the people of Walsall

Ensure Value for Money

All CCGs have to meet the same statutory and financial duty to ensure expenditure in a financial year does not exceed the allocated budget.

In April 2015, our Governing Body approved a budget of £346 million for the 2015/16 financial year.

We are pleased to report that our financial performance remained on track during 2015/16. We met our statutory financial duties, remaining in financial balance and delivering a surplus of £5.0 million.

We spent an average of £1,351 per person on providing healthcare to people who are registered with one of our GP practices.

It was expected that local efficiency programmes, known as Quality, Innovation, Productivity and Prevention (QIPP), along with national efficiency targets, would produce savings of £18 million for re-investment in frontline services, and we exceeded this target.

Over the next 12 months, we expect to face significant financial challenges, due to the increase in emergency admissions and the need to improve access to non-emergency, elective services. The main focus of our budget will be on the integration of primary, community and mental health services to help reduce the number of people being admitted to hospital care.
In 2015/16 work has been organised around our management groups which are led by clinical professionals with a strong, continued focus on quality and safety, finance, communications and engagement, organisational development and contracting and performance.

These case studies detail some of our key achievements:

**Urgent Care Centre**

A new town centre Urgent Care Centre opened its doors to patients in January 2016. This was commissioned as part of our plans to improve urgent care services. The new building in Bridgenain Street includes an improved waiting area, four consulting rooms, two treatment rooms and better disabled access, and is open from 8am to 8pm for injuries and illnesses that are serious, but not life-threatening. No appointment is necessary as patients can walk in to see a GP or specialist nurse.

The new location was chosen following extensive public consultation in 2014 and has enabled closer integration with the Urgent Care Centre and other services at Walsall Manor Hospital and GP Out of Hours services. For more information on our Urgent Care Centres, visit www.walsallurgentcare.nhs.uk

**Public Awareness Campaign**

Our Urgent Care and Flu Public Awareness campaign was developed and implemented across Walsall to educate and raise awareness about the range of NHS services available and the importance of the flu vaccination for those people at risk. We commissioned 16 days of face-to-face engagement events during November, December and January, featuring a ‘Health Elf’ and ‘Flu Fairy’, who visited a wide range of venues, including shopping centres, supermarkets, libraries, offices, colleges, schools, garden centres, leisure centres, community centres and events.

We also designed scratch cards to provide a snapshot of people’s views and find out if they had had the flu vaccination and if not, why not. In total, the engagement team spoke to around 2,000 people at 23 venues, and captured feedback through 1,467 scratch cards.

**Urgent GP opening hours on bank holidays – pilot**

Walsall CCG has been trialling the provision of extended GP opening hours on bank holidays. We worked with Palmaris Healthcare Limited to offer an additional GP service at two surgeries over the Christmas and New Year period, offering patients the chance to make a same-day appointment by phoning ahead or simply turning up on the day.

The pilot is currently being reviewed.
On a very positive note, two of the innovative dementia services we have introduced during 2015/16 have already received national recognition. Our Personal Assistants for Dementia, which support people from diagnosis, were a case study in the national Implementation Plan for the Prime Minister’s Challenge on Dementia 2020. Meanwhile, the role of our Dementia Support Workers has been recognised as far afield as an end of life conference in Australia.

Innovative dementia services

We have made changes as an organisation to further strengthen and increase our clinical input, including appointing three Clinical Executives to our Governing Body. GPs are best placed to understand the needs of our patients and to guide our commissioning decisions. We will be looking to build on this in 2016/17.

Governing Body Clinical Executives

We successfully applied to take on responsibility for primary care commissioning from 1 April 2015, and have fully-delegated responsibility from 1 April 2016. This is particularly important as most of the contact patients have with the NHS is through their GP.

Primary Care Commissioning

Walsall CCG places the quality and safety of patient care above all other aims. We are passionate about ensuring patients get safe, high-quality care. As clinical commissioners, doctors, nurses and other health professionals, we encourage openness and honesty to enable learning from mistakes or serious incidents, the sharing of best practice and support for innovation. Treating and caring for people in a safe environment and protecting them from harm are national priorities for the NHS and they are at the centre of everything we do.

We make sure that all services commissioned by us honour the patient rights set out in the NHS Constitution.

Key Achievements 2015/2016

We are pleased to report the following successes.

Quality and Safety

We have internally reviewed the terms of reference for our Quality Performance and Safety Committee, to put increased emphasis on our quality and safety processes and structures. Operational performance will now come under the remit of a separate committee. We have strengthened clinical leadership within the quality and safety directorate and have appointed a Medical Director to work alongside the Executive Lead for Quality and Safety.

Changes to maternity services

Following feedback in a Care Quality Commission (CQC) Hospital Inspection report, maternity services at Walsall Manor Hospital were rated as ‘inadequate’. A number of factors have had an impact on this, including an increasing birth rate, closure of some maternity services and birth restriction at other neighbouring trusts, staffing and estate.

Walsall CCG and Walsall Healthcare NHS Trust have put in place measures to ensure the safety and stability of maternity services at Walsall Manor Hospital, including a reduction in the number of births at the hospital in the short to medium term. This decision was made jointly by engaging and involving health partners in Walsall, the Maternity Network, local GPs and midwives. The proposal was also shared with Healthwatch Walsall and Walsall Health and Wellbeing Board and the Walsall Health Overview and Scrutiny Committee, local MPs, councillors, expectant mothers and the wider public.

Dementia Friendly Walsall Working Together

During 2015/16, we have been working closely with local partners to increase the number of people diagnosed with dementia and provide support for patients and carers. Together with Walsall Council, we commission a Dementia Support Service to help the estimated 3,000 plus people living with dementia across Walsall, and this will be re-commissioned for two years from 2016-18. Pathways 4 Life, a partnership between the Accord Group and Age UK Walsall, runs seven dementia cafes across Walsall, where people with dementia and their families and carers can socialise and receive advice and support. In addition, four Dementia Support Workers continue to work on the wards at Walsall Manor Hospital.

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Multi-agency Safeguarding Hub (MASH)
This was launched in October 2015 and aims to strengthen “working together” practices when concerns relating to harm and neglect of children are raised. Walsall CCG was involved throughout the planning and implementation process and remains a core member of the MASH Management Group which oversees this model of practice and reports to Walsall Safeguarding Children Board.

Safeguarding
Walsall CCG continues to have a strong focus on safeguarding vulnerable people, and we have developed and adopted a range of policies which underpin how we approach this. Our Quality and Performance Committee is responsible for the oversight and scrutiny of safeguarding arrangements for Walsall CCG. Our Chief Nurse and Quality Officer is the Executive Lead for safeguarding and is a member of the Walsall Local Safeguarding Children Board (SCB) and Safeguarding Adults Board (SAB), and the CCG is supported in its statutory duties by Designated Nurses and a Designated Doctor for safeguarding. These professionals work across the local health system to safeguard and promote the welfare of children and vulnerable adults throughout Walsall.

Mental Health
Improvements to local mental health services have been made in partnership with key organisations, people with mental health problems, their carers and the local communities. We have seen progress in dementia diagnosis and achievement of the national target for Improving Access to Psychological Therapies (IAPT).

GP Practice Web Tool & GP Survey
The Primary Care Web Tool showed that over 60 per cent of Walsall practices were either achieving or high achieving. A recent analysis of the GP survey also showed that Walsall had three practices in the ‘Top 10’ of surgeries in the West Midlands!

Patient Safety
Following the publication of the Francis Report in 2013, NHS England committed to launching a network of 15 Patient Safety Collaboratives aimed at addressing the leading causes of avoidable harm to patients. Walsall CCG has successfully secured funding to implement a programme aimed at reducing both incidence of harm in care homes and avoidable hospital admissions. The project will include giving staff the tools and ability to understand and measure safety culture in their care homes and to co-design service improvements.

Work to explore the unplanned admission of patients to hospital from local nursing homes, has led to a 63 per cent reduction in admission rates as a result of closer liaison between nursing homes and GPs. (The figure is for Jan-June 2015.)

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Throughout 2015/16, we have successfully engaged stakeholders, patients and the public in a range of activities to facilitate community involvement in how we design, deliver and improve local health services.

There are a number of ways patients and stakeholders can get involved:
- Via social media @WalsallCCG
- Via our website www.walsallccg.nhs.uk
- By emailing us getinvolved@walsall.nhs.uk
- Via their local GP Practice Patient Representative Group (PRG). Speak to your local GP practice for more information.

Engagement activities this year have included:
- A new three year Communications and Engagement strategy has been developed. One of the five objectives is to: “Ensure the involvement of public, patients and carers in decisions relating to their care and the commissioning or redesign of local NHS services, in line with the CCG’s statutory duty.”
- A Communications Toolkit has been developed as part of the Growing Patient Participation campaign, which aims to support the work of PPGs and encourage the creation of more groups. The toolkit is designed as a practical resource to help PPGs engage with the local community, publicise their successes and act as ambassadors for PPGs.

“I wanted to say how impressed that I am with the document that you have put together. I feel sure all PRG Groups will find it very helpful. Also the fact that it is large print makes it easy to read especially people with not such good eyesight like myself.” Janet Jones, PRG Vice Chair, Pleck Health Centre.

Walsall CCG also promotes community involvement through Patient Participation Groups (PPGs). These have been set up at all 59 local GP surgeries, and we link feedback from them into the commissioning process. Our proactive Patient and Participation Liaison Group (PPLG) is made up of representatives from the PPGs and we will be aiming to develop this in 2016/17 to ensure it is fully representative of Walsall and the four localities.

During 2014, Walsall CCG undertook a major consultation exercise into Urgent Care across Walsall. The most recent phase of this involved work with specific service-user groups, including young people’s representatives, to help advise on the design of the new Urgent Care Centre. Before the building opened to patients in January 2015, local community members who helped shape the centre, including members from Healthwatch Walsall, Carer User Support Partnership Group (CUSP), Walsall Disability Forum and patient representatives, were invited to get a first look at the new centre and offer their initial feedback.
Walsall CCG is committed to operating in a culture of strong leadership and good governance.

Our Governing Body brings a diverse range of skills and experience to the table, and places the highest importance on ensuring patient and public involvement, effective partnership working, and the delivery of all statutory functions and duties, including comprehensive commissioning support functions.

It is led by a Lay Chair, who works closely with the CCG’s Accountable Officer, Paul Maubach. We said goodbye this year to our Accountable Officer Salma Ali and to our out-going Chair Dr Amrik Gill who retired from the role on 31 March 2016.

Our new Chair, Dr Anand Rischie, took over the role on April 1 2016, following elections to the Governing Body involving local GP practices.

Since qualifying in 2007, Dr Rischie has been a full-time GP at Pleck Health Centre in Walsall. He was appointed as a GP Trainer by West Midlands Deanery and continues to teach GP trainees and medical students.

In April 2012, in continuation of his role on the Professional Executive Committee, Dr Rischie joined the shadow Walsall CCG Board as the Deputy Chair for the trans Walsall locality, and he is currently the CCG’s Clinical Lead for Urgent Care.

Meetings of our Governing Body are held bi-monthly and in public. The agenda and papers are published on our website.

Governing Body members and senior staff are required to make a declaration of interests which is reviewed on a quarterly basis and this information is also available on our website.

We work with colleagues in the public health section of Walsall Borough Council to ensure services are focussed on the areas where the need is greatest. We are part of the Walsall Health and Wellbeing Board, led by Walsall Borough Council, which brings together the different organisations responsible for commissioning health and social care services in Walsall.

We have worked with them to develop the Walsall Health and Wellbeing Strategy which sets outcomes that all the different organisations working in health and social care in Walsall want to achieve.

Walsall CCG has contributed to the delivery of the Health and Wellbeing Strategy for the borough in collaboration with its partners and other stakeholders.
As part of our strategic commitment to develop the provider landscape we have launched our Primary Care Transformation programme. A transformation fund has been set up to assist GP practices to secure independent consultancy support, at arms-length to the CCG, in areas such as business planning, governance, engagement, project management and to understand the benefits of working together to maximise available skills and resources.

A large number of GP practices in Walsall have expressed interest in forming into Federations, in order to work together and share responsibility for developing and delivering high quality, patient-focused services for their local community.

Two Federations are now in the early stages of development in Walsall and we are expecting developments in this area in 2016/17.

Walsall CCG has a joint clinical forum with Walsall Healthcare NHS Trust and Dudley and Walsall Mental Health Partnership NHS Trust, and we also work closely with the voluntary and independent sector. Walsall CCG values its partnerships and will continue to form new ones and develop existing ones in 2016/17, to ensure there is a holistic approach to improving the health and wellbeing of the local population.

Better Care Fund

Plans to further integrate health and social care services in Walsall were given the go ahead by NHS England during 2015/16.

Walsall CCG has already been working closely with partners in the local authority, not for profit and voluntary sector to develop an ambitious plan to support people to stay healthy, recover quickly following an illness and receive their care and treatment in the most appropriate place.

Although not ‘new’ money, the Better Care Fund is a government initiative that was first announced in June 2013, setting out an ambitious challenge for health and social care organisations to work together and join up services through the creation of a single pooled budget.

The Better Care Fund will be used locally to support people who are currently, or who are at risk of becoming, heavily dependent on health and adult social care services to live as independently as possible.

Commitment to the Better Care Fund has been made by all partners in Walsall and a plan has been developed and agreed by NHS England. The fund provides an opportunity to improve the lives of some of the most vulnerable people in Walsall, giving them control, placing them at the centre of their own care and support and providing them with a better service and a better quality of life.
Our plans

Our Five Year Plan

Walsall CCG’s Five Year Plan sets strategy and brings together the borough’s NHS organisations, the council and voluntary and support organisations to implement a vision of health which encourages people to stay healthy.

Operating Plan

Our Operating Plan sets out in detail our goals and priority areas for the coming year, as well as covering our ambitions for the future in the longer-term. You can read our Operating Plan on our website.

Sustainability and Transformation Plan

In addition to our own Operating Plan, NHS planning guidance received at the end of last year, asked NHS organisations to work together to develop a joint plan for local health and care services. This is known as a ‘Sustainability and Transformation Plan’.

The thinking behind this is that some of the challenges facing the NHS are simply too big to be tackled by single organisations in isolation, and could be better and more effectively solved in partnership with neighbouring economies on a larger scale.

While the guidance focuses mainly on NHS services, developing a credible plan will require the NHS to work closely with social care, public health and other local government services, as well as third sector organisations and members of the local community.

The footprint we are working on brings together CCGs across Birmingham and the Black Country.

Both health and care systems are establishing principles and priorities to support the development of our plan, to ensure we have a collective understanding of the gaps in relation to Health and Wellbeing, Care and Quality, and Funding and Efficiency.

We remain fully engaged in this process along with our partner organisations across both patches, and the challenge is ensuring that we develop a credible and deliverable plan alongside the delivery of all other on-going priorities.

You can read our five year strategy on our website

www.walsallccg.nhs.uk
How to get involved

Being involved in making healthcare decisions means that you can influence what kind of services are provided and that there is ‘no decision about you without you’.

Patient Voice Panel
In the coming year we will be launching our Patient Voice Panel. This will be an exciting new way for local people to work with us to better understand and help to shape local health services. Anyone who is aged 14 years and over and registered with a GP in Walsall can become a member. All we ask is that you have an interest in the NHS and a passion for making things better for Walsall.

The Patient Voice Panel will give you the opportunity to:
• Actively participate in surveys and other health-related activities
• Share your ideas on how health services can be improved
• Be a part of focus group discussions and workshops
• Influence and make a difference
• Be involved in a group different to other local health involvement groups

To find out more and register to join the Patient Voice Panel contact us:
www.patientvoicepanel.co.uk
getinvolved@walsall.nhs.uk
01922 618388

There are lots of additional ways in which you can be involved locally including:
• Asking at your GP practice if they have a Patient Participation Group (PPG) and how you can join.
• Attending one of our bi-monthly Governing Body meetings. Dates and venues for future Governing Body meetings can be found on our website www.walsallccg.nhs.uk
• Signing up to our News Bulletin or offering us your views, by emailing ccgcomms@walsall.nhs.uk
• Following us on Twitter @WalsallCCG, where we regularly tweet about local health news, health advice and events.
• Healthwatch Walsall is an independent consumer champion created to gather and represent the views of the public. To find out more about becoming a member, supporter or volunteer, visit www.healthwatchwalsall.co.uk
Our vision
Improve the health and wellbeing of the people of Walsall

274,000
approx population of Walsall

59 GP
member practices

Community involvement -
59 Patient Participation Groups

£346
million budget 2015/16

@WalsallCCG
4,907 Twitter followers

£1,351
spent on average per person registered with a Walsall GP practice

GPs at the heart of decision-making

66.6%
diagnosis rate for dementia narrowly below the national target

Financial and QIPP targets met

Urgent Care service improvements
– New Urgent Care Centre opened in January 2016

Diabetes
support for newly-diagnosed patients and launch of new mobile app

Pilot to extend GP opening hours on bank holidays

Urgent Care and Flu Public Awareness campaign - 2,000 people reached

Improvements to mental health services

Measures to ensure high quality care for Walsall mums and babies

Achieved IAPT recovery rate target (51% against the target of 50.4%)

Our Challenges
18 week Referral to Treatment (RTT) target – Continued challenges to meet the standard and clear an historic backlog. Since December 2015, there have been no Walsall CCG patients waiting over 52 weeks for treatment.

A&E four hour wait standard continues to be a challenge, locally and nationally.

Cancer waits – We are working hard to overcome challenges in meeting two national cancer wait targets.
A full copy of our Annual Report and Annual Accounts 2015/16 is available to download from our website www.walsallccg.nhs.uk. If preferred, you can request a hard copy by contacting us by phone, email or by writing to

**NHS Walsall Clinical Commissioning Group,**
Jubilee House,
Bloxwich Lane,
Walsall,
WS2 7JL.

For more information about anything in this document or to request this report in a different format or language, please contact us on

- **01922 618315**
- **ccgcomms@walsall.nhs.uk**
- **walsallccg.nhs.uk**