

**Clinical Commissioning Group Governing Body
Paper Summary Sheet
Date of Meeting: 26 July 2016**

For: PUBLIC session PRIVATE Session

For: Decision Discussion Noting

Agenda Item and title:	GOV/16/07/19 Wiltshire CCG 360° Stakeholder Report
Author:	Sarah MacLennan, Associate Director of Communications and Engagement
Lead Director/GP from CCG:	David Noyes, Director of Planning, Performance and Corporate Services
Executive summary:	CCGs need strong relationships with a range of health and care partners in order to secure access to ongoing information, advice and knowledge to help make the best possible commissioning decisions. The CCG 360° stakeholder survey is a national survey managed by Ipsos Mori and the results form part of the evidence used to assess whether the stakeholder relationships, forged during the transition through authorisation, continue to be central to the effective commissioning of services by CCGs, and in doing so, improve quality and outcomes for patients.
Evidence in support of arguments:	Data is included in the full report and compares results for the CCG with the 2015 results, the 2016 average across all CCGs in the CCG's cluster and the national CCG average in 2016.
Who has been involved/contributed:	GP member practices, members of Wiltshire's Health and Well Being Board, HealthWatch Wiltshire and patient groups, NHS providers, neighbouring CCGs, the local authority and wider stakeholders
Cross Reference to Strategic Objectives:	Good relationships with stakeholders from the local health economy and wider enables cooperation and agreement to all achieve strategic decisions
Engagement and Involvement:	Engagement for completion of the report was undertaken by Ipsos Mori
Communications Issues:	The full 360°report is available on the CCG website. The results of the report will help to guide ongoing communication, involvement and engagement with stakeholders and inform the CCG's action plan, (currently under development), to support the CCG's Communications and Engagement Strategy 2016/17.

Financial Implications:	There are no direct financial implications.
Review arrangements:	This is a national survey which is held annually
Risk Management:	The involvement of stakeholders and feedback contained in this report contributes to risk management arrangements.
National Policy/ Legislation:	Survey results form part of the evidence used by NHS England to assess if stakeholder relations continue to be central to the effective commissioning of services by CCGs
Equality & Diversity:	Considered in range of stakeholders asked to participate in survey
Other External Assessment:	This report will contribute to external assessments.
What specific action do you wish the Governing Body to take?	The Governing Body is asked to note the feedback and support the proposed actions outlined in 'Communications Issues' above.

CCG 360° Stakeholder Survey 2016

Background

Clinical Commissioning Groups need to have strong relationships with a range of health and care partners in order to be successful commissioners within the local system. These relationships provide CCGs with ongoing information, advice and knowledge to help them make the best possible commissioning decisions.

The CCG 360° stakeholder survey is a key part of ensuring these strong relationships are in place. The survey allows stakeholders to provide feedback about working relationships with CCGs, to provide a wealth of data for CCGs to help with their ongoing organisational development, and to feed into assurance conversations between NHS England sub-regions and CCGs. The survey results form part of the evidence used to assess whether the stakeholder relationships, forged during the transition through authorisation, continue to be central to the effective commissioning of services by CCGs, and in doing so, improve quality and outcomes for patients.

Methodology

Wiltshire CCG 360° Stakeholder Survey was commissioned by NHS England and implemented by Ipsos MORI in Spring 2016 to allow a range of health and care partners to provide feedback on working relationships with their local CCG.

The results from the survey serve three purposes:

1. To provide a wealth of data for CCGs to help with their ongoing organisational development, and commissioning decisions and enabling them to continue to build strong and productive relationships with stakeholders
2. To feed into assurance conversations between NHS England area teams and other CCGs. The survey is used to form part of the evidence used to assess whether the stakeholder relationship continue to be central to the effective commissioning of services by Wiltshire CCG, and in doing so, improve quality and outcomes for patients
3. To demonstrate how effective the CCG's commitment is to engaging with all stakeholders effectively so that key messages are communicated in an appropriately and timely manner in a language that is understood by its target audience.

Every CCG in the country was asked to provide contact details for the following set of stakeholders in their area. Stakeholders were then contacted by Ipsos MORI and asked to answer a range of questions about their relationship with the CCG including a section where local questions, submitted by Wiltshire CCG, were included.

The Stakeholders were:

Stakeholder group	Invited to take part	Completed survey	Response rate
GP member practices	58	37	64%
Health and wellbeing board	1	-	-
Local Healthwatch/ patient groups	3	3	100%
NHS providers	10	4	40%
Other CCGs	4	3	75%
Upper tier or unitary local authorities	4	3	75%
Wider stakeholders	4	4	100%

For some questions, data has been included in the reports to compare the results for the CCG with:

- The CCG's results in 2014 and 2015
- The 2016 average across all CCGs in the CCG's cluster
- National CCG average in 2016

Note: Comparisons have been included to provide a rough headline guide and should be treated with caution due to the low numbers of respondents nationally, and differences in stakeholder lists.

The report contains a:

- Summary section
- Section of overall views of relationships
- Section for each of the five assurance domains
- Local CCG questions

Results

Overall engagement and relationships

The results in Wiltshire CCG in 2016 were similar to that of 2015. 73% of respondents rated the extent of engagement by the CCG as a great deal or fair amount of engagement but nationally the CCG was in the lower end of the comparison group for all CCGs.

61% of stakeholders were positive about the degree of involvement with the CCG and the level of responsiveness and nearly half agreed that the CCG listen to their views and took them on board. The survey also showed positive results on working relationships, with over half of respondents rating their working relationship as good

and has got better in the last 12 months. Nationally the CCG was in the middle comparison groups for all CCGs.

“Most of the engagement has been done through monthly locality meetings and also through GP forums which have been helpful in networking and having our input in commissioning.”

Commissioning decisions and contribution to wider discussions

Over half of the respondents agree, or tend to agree, that the CCG effectively involves and engages them when making commissioning decisions and feel the CCG has taken on board their suggestions.

46% of member practices felt that although there were arrangements in place for member participation and decision-making, they felt that they were not involved in this process. 70% of members agreed that there are opportunities for member practices to take a leadership role within the CCG if they wanted to.

With regards to quality of services, 84% of NHS providers questioned that this was a key focus of their contract with the CCG. Providers felt that clinicians were not very involved in discussions around quality, but were very involved in discussions around service redesign.

When asked if anything would encourage representatives from member practices to take more of a leadership role within the CCG, one comment was,

“Not sure – I think current practice pressures make more involvement difficulty for many – even with reimbursement – workload pressures persist due to staffing crisis at present”

Monitoring the quality of services

The survey reflected the growing confidence of our stakeholders that the CCG were commissioning high quality services and communicating their decisions well.

62% of our stakeholders understand the reasons behind the decisions made in commissioning and 51% agree there will be continuous improvement in quality.

The CCG received a very high score with regards to our stakeholders (89%) feeling that they could raise concerns about the quality of services that the CCG commissioned and that we would respond to them.

57% of all stakeholders said they agreed that the right individuals and organisations were engaged and involved with when making commissioning decisions and commissioning high quality services for the local population.

Results show that only half of stakeholders agree that the CCG involves them in its commissioning decisions.

“Great to have the CCG as part of the wider Health delivery team.”

Plans and priorities

The CCG received good scores when stakeholders were asked how we engaged and communicated our plans and priorities. Our stakeholders reported that we communicated our plans and priorities well to them, listened to them and took on board their comments. 57% of member practices say they know about the CCG's plans and priorities and 56% say they have been given the opportunity to influence the CCG's plans and priorities.

Results show that 71% of member practices were familiar with the financial position of the CCG but 41% of members reported that they are not regularly involved in discussions regarding the management of their CCG's finances.

Almost all (84%) of stakeholders agreed that improving patient outcomes is a core focus for the CCG.

Verbatim comment

“GP meeting of group of practices have been involved with plans; although much of it seems determined by national directives and cost containment.”

Overall leadership

Overall there was high confidence in the way that the CCG effectively monitors the quality of services it commissions, and the way it handles concerns and feedback from stakeholders on the quality of services.

With regards to primary care co-commissioning, 62% of GPs felt that they were not very involved in discussions about the CCG's plans with only 24% reporting that they were involved. Just over half those members were not very confident that the CCG is taking the necessary steps to prepare for primary care co-commissioning.

The survey reflected positive responses to the CCGs contribution to engaging with the wider health economy through local groups. 49% of stakeholders felt that the CCG and local authority are working together to refresh and deliver shared plans for integrated commissioning.

“I would like to see senior members of CCG visiting practices more regularly, to try and understand challenges, and see how they can promote and help maintain high quality of care in primary care in its different states around the county.”

“The CCG is very responsive and has a good relationship with practices. They understand General Practice. Great working relationship with the Group Directors, the CEO and the Chair.”

Clinical leadership

Scores from our stakeholders with regard to leadership within the CCG, including clinical leadership have seen a particular marked increase this year. It provides great satisfaction to the CCG that almost 80% of our stakeholders agreed that there

is clear and visible leadership in the CCG and that confidence levels in our ability to deliver on our plans and priorities has grown significantly.

Amongst member practices; although there is confidence that the CCG will deliver continued quality improvements, there was less confidence in the leadership being able to deliver improved outcomes for patients.

“Unfortunately due to pressures of work we are not in a position to spare people to undertake leadership role – there is little I suspect the CCG can do to change that in the short term but the problem increased workload with diminishing resources needs to be at the forefront of CCG thinking.”

Local questions

- 73% of respondents agreed the CCG effectively engaged GP members via their locality executive group to represent their views and keep them informed
- 49% of respondents agreed that the CCG relationship with the local authority was good working in collaboration towards fully integrating the health and social care system
- 59% of respondents agreed the CCG will deliver it's five year plan of delivering care to people in their own homes or as close to home as possible.

Areas of good performance

Stakeholders agreed that they have a good working relationship with the CCG and through that relationship they receive good engagement, were engaged with satisfactorily when or if comments were submitted, that they were noted and taken on board.

Overall GP members had confidence in the leadership of the CCG; they felt involved and understood the reasoning behind which services were commissioned, and they felt able to contribute to the commissioning decisions made by the CCG.

One stakeholder commented, “Planning and aims all commendable. Suspect financial pressures will derail implementation.”

“Investment in primary care has meant that overall we have managed to hold steady A&E admissions and Non-Elective activity for over 75 year old patients, despite the increase in this population group.”

Areas for improvement

Although a high majority of stakeholders felt that Wiltshire CCG had a good working relationship with them, they mostly agreed that the CCGs relationship with the local authority needed improving.

The CCG does actively involve patients and the public through existing channels for public engagement. However, the CCG needs to improve how it communicates and engages with patients and the public so that there are increased opportunities for people to influence commissioning decisions through involvement.

“Improving relationships with the Council would be an area to maintain focus on”

Conclusion

Overall, the results of the survey suggest that the majority of Wiltshire CCG’s stakeholders feel they have a good working relationship with the CCG and that they have been involved and valued in the development of CCG plans and priorities over the last year. Their feedback also reflects their recognition of strong GP involvement and CCG managerial leadership to deliver those plans and priorities.

In order to improve and more actively engage and involve stakeholders, the CCG needs to further raise its public profile and communicate the progress it is making on the delivery of its plans. We need to ensure that we are engaging with the right individuals, as well as organisations for involvement when making strategic and commissioning decisions. This will ensure stakeholders, partners and the public understand the reasons behind our decisions and that they are able to contribute valued feedback which is considered as part of our normal planning process.

Actions and next steps:

The Governing Body are asked to:

- Note the key findings from the 2016 survey which include areas of good performance and areas in need of improvement, which will be addressed in our ongoing organisational development work
- Recognise the importance of strong and productive relationships with our health and care partners in order to deliver the CCG’s plans and priorities
- Be aware that our stakeholders are looking to Wiltshire CCG to provide the clear and visible leadership required to ensure the delivery of our plans and priorities
- To note the action plan proposed to support the delivery of plans for strengthened, effective engagement with our key stakeholders

Wiltshire CCG accepts the recognition of generally good engagement and working relationships enjoyed with our stakeholders. However, there are definite areas for improvement and work has begun to further enhance and develop our engagement strategy.