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| Report to: | Governing Body (Public Session) | Agenda item: | GOV/14/07/19 |
| Date of meeting: | Tuesday 22 July 2014 | | |

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| Title of report: | Summary of results from 360 Stakeholder Survey |
| Governing Body Sponsor: | David Noyes, Director of Planning, Performance and Corporate Services |
| Author: | Barry Grimes, Stakeholder and Public Relations Manager |
| Appendices: | |

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| 1. Summary of issues (including link to objectives) |
| <p>The CCG 360 Stakeholder Survey was commissioned by NHS England and implemented by Ipsos MORI in Spring 2014 to allow a range of health and care partners to provide feedback on working relationships with their local CCGs</p> <p>The results from the survey serve two purposes:</p> <ol style="list-style-type: none"> 1. To provide a wealth of data for CCGs to help with their ongoing organisational development, enabling them to continue to build strong and productive relationships with stakeholders. 2. To feed into assurance conversations between NHS England area teams and CCGs. The survey will 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. <p>All CCGs were asked to provide the contact details for key stakeholders in their area who were then contacted by Ipsos MORI to answer a range of questions about their relationship with the CCG.</p> |

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| 2. Recommendations (note, approve, discuss etc) |
| <p>The Governing Body is asked to note the results of the survey and approve the following recommendations:</p> <ul style="list-style-type: none"> • note the key findings from the survey which include areas of good performance and areas in need of improvement. • 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 the CCG to provide the clear and visible leadership required to ensure the delivery of our plans and priorities |

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| 3. Link to CCG Strategic Objectives |
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The results of the survey have implications for all of the CCG's strategic objectives as they provide insight into how our GP members and key stakeholders view our progress against our objectives and their confidence in the CCG to deliver our plans and priorities.

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| 4. Legal / Regulatory implications |
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None

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| 5. Risk (threats or opportunities link to risk on register etc) |
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There is a risk that if the CCG does not take appropriate action in response to the survey results that relationships with our GP members and key stakeholders will decline and this will significantly inhibit the ability of the CCG to deliver the objectives set out in its five year plan.

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| 6. Resources implications (financial / staffing) |
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None

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| 7. Equality and Diversity |
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None

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| 8. Communications (Presentational) |
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The results of the survey highlight a number of priorities for communications and engagement over the coming year which are broadly addressed in the Communication and Engagement Department Annual Work Plan. In particular, more needs to be done to highlight the CCG's role as leading the transformation of Wiltshire's health and social care services and ensuring we are engaging with the right individuals and organisations when making commissioning decisions.

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| 9. References to previous reports |
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- Wiltshire CCG 360 Stakeholder Survey 2012
- Communication and Engagement Department Annual Work Plan

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| 10. Freedom of Information |
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N/A

CCG 360 Stakeholder Survey

1. Issue

The CCG has been provided with the results of the CCG 360 Stakeholder Survey which provide a broad range of feedback about the CCG's key working relationships after our first year of operation. This report provides a summary of the key findings from the survey which can be used to influence the CCG's ongoing organisational development.

2. Recommendations

The Governing Body are asked to:

- note the key findings from the survey which include areas of good performance and areas in need of improvement, which will be addressed in our ongoing OD 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 the CCG to provide the clear and visible leadership required to ensure the delivery of our plans and priorities.

3. Background

The CCG 360 Stakeholder Survey was commissioned by NHS England and implemented by Ipsos MORI in Spring 2014 to allow a range of health and care partners to provide feedback on working relationships with their local CCGs

The results from the survey serve two purposes:

1. To provide a wealth of data for CCGs to help with their ongoing organisational development, enabling them to continue to build strong and productive relationships with stakeholders.
2. To feed into assurance conversations between NHS England area teams and CCGs. The survey will 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.

Every CCG in the country was asked to provide contact details for the following set of stakeholders in their area who were then contacted by Ipsos MORI to answer a range of questions about their relationship with the CCG:

- GP member practices
- Health and Wellbeing Boards
- Local Healthwatch/patient groups
- NHS providers
- Other CCGs
- Upper tier or unitary local authorities
- Wider stakeholders

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4. **Headline Results**

High level analysis for Wiltshire CCG reveal the following:

4.1 **Areas of Good Performance**

- **85%** of respondents rated their working relationship with the CCG as very good or fairly good compared to a national average of **79%**
- **57%** of respondents said that their working relationship with the CCG had got better over the last 12 months compared to a national average of **49%**
- **78%** of respondents said that they have been given the opportunity to influence the CCG's plans and priorities compared to a national average of **63%**
- **69%** of respondents said that when they have commented on the CCG's plans and priorities they feel that their comments have been taken on board compared to a national average of **53%**
- **69%** of respondents agreed that the CCG's plans and priorities are the right ones compared to a national average of **59%**

4.2 **Areas for improvement**

- Although **72%** of respondents agreed that there was clear and visible clinical leadership of the CCG, **61%** felt that the CCG was showing the clear and visible leadership required to deliver, against a national average of **78%**
- **52%** of respondents felt that the CCG effectively communicates its commissioning decisions with them compared to a national average of **59%**.
- **54%** agreed that the CCG involves and engages with the right individuals and organisations when making commissioning decisions compared to a national average of **63%**

5. **Summary of responses**

5.1 **Are patients receiving clinically commissioned, high quality services?**

Roughly two thirds of the GPs who responded are feeling positive about their relationship with the CCG. 68% say the arrangements for member participation and decision-making are effective and 63% feel involved in the CCG's decision making processes. 68% are confident in the systems to sustain two-way accountability between the CCG and its member practices and 88% agree that representatives from member practices are able to take a leadership role within the CCG if they want to

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5.2 Are patients and the public actively engaged and involved?

The CCG has more work to do on public engagement as only 54% agree that the CCG involves and engages with the right individuals and organisations when making commissioning decisions. 65% have confidence in the CCG to commission high quality services for the local population and 63% understand the reasons for the decisions that the CCG makes when commissioning services. However, 52% of respondents agree that the CCG effectively communicates its commissioning decisions with them and 48% believe that the CCG's plans will deliver continuous improvement in quality within the available resources

5.3 Are CCG plans delivering better outcomes for patients?

On the other hand the CCG performs well on stakeholders' understanding of our plans and priorities. 85% said they knew a great deal or a fair amount about the CCG's plans and priorities. 78% felt that they had been given an opportunity to influence the CCGs plans and 69% agreed that their comments had been taken on board by the CCG. 90% of GP practices that responded said they understood what is required of their practice in order to implement the CCG's plans and all NHS providers who responded said that the CCG understands the challenges facing their organisation and is working well with them.

5.4 Does the CCG have robust governance arrangements?

56% have confidence in the CCG to effectively monitor the quality of the services it commissions and 85% felt able to raise concerns with the CCG if they had concerns about the quality of local services. 63% have confidence in the CCG to act on feedback it receives about the quality of services and all NHS providers agreed that when there is an issue with the quality of services, the response of the CCG is proportionate and fair.

5.5 Are CCGs working in partnership with others?

There are a number of questions in this section which no respondent of the survey completed. However, all of the local authority contacts agreed that the CCG and the local authority are working together well to develop and deliver shared plans for integrated commissioning

5.6 Does the CCG have strong and robust leadership?

63% agree that the leadership of the CCG has the necessary blend of skills and experience and 61% have confidence in the leadership of the CCG to deliver its plans and priorities. 72% agree that there is clear and visible clinical leadership of the CCG

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6. Local Questions

How would you rate the CCG on each of the following?

6.1 Effectiveness of engaging GP members via their locality executive group which are formed and chaired by GPs from each area to represent the views of their constituents

69% = good/very good

6.2 The extent to which significant added value has been generated through service redesign and strategic planning being clinically led

59% = good/very good

6.3 Your involvement in the development of care-coordinators to support GP patients

57% = good/very good

6.4 The importance it has given to proactively engaging with Wiltshire Council, recognising the significance of this relationship in the changing health and care system on the journey towards a fully integrated health and social care system

69% = good/very good

7. Conclusion

Overall, the results of the survey suggest that most of our stakeholders feel that they have a good working relationship with the CCG and they have felt involved and valued in the development of our plans and priorities over the past year. However, they are now looking to the CCG to provide the clear and visible leadership required across the health and social care system in order to deliver those plans and priorities.

In order to demonstrate this clear and visible leadership, the CCG needs to work harder to raise its wider public profile and demonstrate the progress it is making on the delivery of its plans. We need to ensure that we are engaging and involving the right individuals and organisations when making commissioning decisions to ensure that they understand the reasons for our decisions and feel that their views have been taken into account.

It is considered that we have made a decent start in raising awareness of the CCG's Five Year Plan amongst our key stakeholders as well as the general public. This will be further enhanced by our attendance at Area Board meetings during September and October with council colleagues; as ever clinical leadership and having GPs at the forefront of this will be key. The feedback collected so far shows that there is a broad consensus of support for our plans but the challenge now is to ensure that we bring all these stakeholders with us on the journey as we lead the way to a health and social care system that delivers the change the CCG aspires to.

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