

# CCG 360° Stakeholder Survey 2017-18

Thank you for taking the time to complete the CCG 360° stakeholder survey. Your views matter and without them we cannot get a full picture of what is happening in your area. The more stakeholders we hear from, the more we can learn about what is working well and where there are areas for improvement.

This year, in response to feedback, we have reduced the number of questions in the survey and focussed on those areas where CCGs are most able to make improvements. We have also reflected the changing context within which CCGs work, as local Sustainability and Transformation Partnerships (STPs), Accountable Care Systems (ACSs) and other local partnerships develop.

Your local CCG or group of CCGs has provided your details as one of its/their key stakeholders. Please respond on behalf of the organisation, group or network that you represent. You may wish to download a PDF version of the questionnaire to share with others in your organisation to help you gather their views, before you respond to the survey online.

The results of this research will be reported anonymously. However, due to small numbers in some stakeholder groups for each CCG, it may be possible to identify individual stakeholders' responses. All answers to the free text responses will be passed on to the CCG and NHS England.

It is expected that all CCGs will publish the results of the survey to aid decision making and support public and patient engagement. NHS England will publish an overall summary of the results.

## How to complete this survey

The survey should take around 15 minutes to complete. As you complete the questionnaire, your answers will be saved, so you do not need to complete the whole survey in one session. If you wish to return to the survey, please do so by following the link in the email invitation. When you have completed the survey please click on the submit button at the end.

If you need to change any of your answers, please use the back button to go back and change previous responses.

If you need help completing this survey, please let us know by emailing [CCG360stakeholder@ipsos-mori.com](mailto:CCG360stakeholder@ipsos-mori.com) or calling Ipsos MORI on Freephone 0808 141 3074.

**Publications Gateway Reference number: 07509**

## **Section 1: Working relationships (overview)**

**Everyone should answer this question**

**Q1.5**

**Overall, how would you rate the effectiveness of your working relationship with [CCG NAME]**

**Please select one option only**

Very good

Fairly good

Neither good nor poor

Fairly poor

Very poor

I/we do not have a working relationship with [CCG NAME]

Don't know

**Please answer the next question if you answered very good, fairly good, neither good nor poor, fairly poor, very poor at Q1.5**

**Q1.8**

**Please provide suggestions for how, if necessary, your working relationship with [CCG NAME] could be improved.**

**Please type your response below**

**Everyone should answer this question**

**Q1.9**

**To what extent do you agree or disagree with the following statements about the way in which [CCG NAME] commissions/decommissions services...?**

**Please select one option for each row**

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know

- A. [CCG NAME] involves the right individuals and organisations when commissioning/decommissioning services**
- B. [CCG NAME] provides adequate information to explain the reasons for the decisions it makes when commissioning/decommissioning services**
- C. I have confidence [CCG NAME]'s plans will deliver high quality services that demonstrate value for money**
- D. I have confidence in [CCG NAME] to commission/decommission services appropriately**

**Everyone should answer this question**

**Q1.10**

To what extent do you agree or disagree with the following statements about the leadership of [CCG NAME]?

Please select one option for each row

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know

- A. The leadership of [CCG NAME] has the necessary blend of skills and experience
- B. There is clear and visible leadership of [CCG NAME]
- C. I have confidence in the leadership of [CCG NAME] to deliver its plans and priorities
- D. The leadership of [CCG NAME] is delivering high quality services within the available resources
- E. I have confidence in the leadership of [CCG NAME] to deliver improved outcomes for patients
- F. The leadership of [CCG NAME] is contributing effectively to local partnership arrangements (including Sustainability Transformation Partnerships (STPs), Accountable Care Systems (ACSS) where applicable and/or other local partnership arrangements).

**Everyone should answer this question**

**Q1.12**

To what extent do you agree or disagree with the following statements about the way in which [CCG NAME] monitors and reviews the quality of the services it commissions...?

Please select one option for each row

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know

- A. I have confidence that [CCG NAME] monitors the quality of the services it commissions in an effective manner
- B. If I had concerns about the quality of local services I would feel able to raise my concerns within [CCG NAME]
- C. I have confidence in [CCG NAME] to act on feedback it receives about the quality of services

**Everyone should answer this question**

**Q1.13**

How much would you say you know about [CCG NAME]'s plans and priorities?

**Please select one option only**

- A great deal
- A fair amount
- Not very much
- Nothing at all

**Everyone should answer this question**

**Q1.14**

To what extent do you agree or disagree with each of the following statements about [CCG NAME]'s plans and priorities?

**Please select one option for each row**

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know
- Not applicable – DISPLAY ONLY FOR STATEMENT C FOR MEMBER PRACTICE STAKEHOLDERS

**A. I have been given the opportunity to influence [CCG NAME]'s plans and priorities**

**B. When I have commented on [CCG NAME]'s plans and priorities I feel that my comments have been considered (even if [CCG NAME] has not been able to act on them)**

**C. [CCG NAME] has effectively communicated its plans and priorities to me**

**Everyone should answer this question**

**Q1.14B NEW**

How effective, if at all, do you feel [CCG NAME] is as a local system leader?

By 'local system leader' we mean that the CCG works proactively and constructively with the other partners in its local health and care economy, prioritising tasks-in-common over formal organisational boundaries, for example as part of an STP/ACS/ other local partnership.

**Please select one option only**

- Very effective
- Fairly effective
- Not very effective
- Not at all effective
- Don't know

**Everyone should answer this question**

**Q1.15**

How could [CCG NAME] better engage with you in the development of their plans and priorities?

Please type your response below

**Q4.1**

How satisfied or dissatisfied are you with how [CCG NAME] involves patients and the public? This may be done in various ways, for example through public meetings, focus groups, working with Patient Participation Groups (PPGs), voluntary organisations and local Healthwatch, and through the CCG's website, newsletters, and communications in GP surgeries.

Please select one option only

Very satisfied  
Fairly satisfied  
Neither satisfied nor dissatisfied  
Fairly dissatisfied  
Very dissatisfied  
Don't know

**Everyone should answer this question**

**Q4.2N**

To what extent do you agree or disagree that [CCG NAME] demonstrates it has considered the views of patients and the public when making commissioning decisions?

Please select one option only

Strongly agree  
Tend to agree  
Neither agree nor disagree  
Tend to disagree  
Strongly disagree  
Don't know

**Everyone should answer this question**

**Q1.18**

How effective is [CCG NAME] at working with others to improve health outcomes?

Please select one answer only

Very effective  
Fairly effective  
Not very effective  
Not at all effective  
Don't know

**Everyone should answer this question**

**Q1.17**

**Please provide examples of where you think [CCG NAME] has made a positive difference, for example in improving local health services, reducing health inequalities or improving health outcomes.**

**Please type your response below**

**The following sections of the questionnaire are aimed at each different stakeholder group. Please only answer the questions for your stakeholder group. If your stakeholder group is not listed below then please go straight to Section 7:**

<b>Upper tier / unitary local authority</b>	<b>Section 2</b>	<b>Page 7</b>
<b>Health and wellbeing board</b>	<b>Section 3</b>	<b>Page 9</b>
<b>Health Watch and voluntary / patient group</b>	<b>Section 4</b>	<b>Page 10</b>
<b>GP member practice</b>	<b>Section 5</b>	<b>Page 11</b>
<b>Provider (acute, mental health or community)</b>	<b>Section 6</b>	<b>Page 14</b>
<b>Local CCG questions (all stakeholders)</b>	<b>Section 7</b>	<b>Page 16</b>

## **Section 2: Upper tier / unitary local authority views**

**Only stakeholders from upper tier / unitary local authorities should answer the questions in this section**

The following questions ask about some specific areas that **[CCG NAME]** and your local authority have worked together on.

The first question is about **integrated commissioning** between the local authority and **[CCG NAME]**. By integrated commissioning, we mean the arrangements for joint commissioning and cooperation with the local authority to enable integration of services/pathways, deliver shared outcomes and fulfil statutory responsibilities. These arrangements include consultation, planning, decision-making and overview and scrutiny. Examples of joint commissioning and cooperation include, for example, the Better Care Fund, pooled budgets, Section 75 agreements, joint teams and reducing health inequalities.

### **Q2.2**

How well, if at all, would you say **[CCG NAME]** and your local authority are working together to plan and deliver integrated commissioning?

**Please select one option only**

Very well  
Fairly well  
Not very well  
Not at all well  
Don't know

The following questions ask about **[CCG NAME]** arrangements to co-operate with the local authority in the operation of the Local Safeguarding Children Board and the Safeguarding Adults Board.

### **Q2.3**

How effective, if at all, has **[CCG NAME]** been as part of the Local Safeguarding Children Board?

**Please select one option only**

Very effective  
Fairly effective  
Not very effective  
Not at all effective  
Don't know

**Q2.4**

How effective, if at all, has [CCG NAME] been as part of the Safeguarding Adults Board?

Please select one option only

- Very effective
- Fairly effective
- Not very effective
- Not at all effective
- Don't know

**Q2.5**

Where you feel improvement is needed, please provide suggestions for how [CCG NAME] should strengthen joint working with your local authority, including overview and scrutiny arrangements.

Please type your response below

---

## **Section 3: Health and Wellbeing Board members' views**

**Only stakeholders from Health and Wellbeing Boards should answer the questions in this section**

It is NHS England's statutory responsibility to consult each relevant Health and Wellbeing Board as to its views on the CCG's contribution to the delivery of any joint Health and Wellbeing strategy.

The following section asks about the role that [CCG NAME] has played in the operation of the Health and Wellbeing Board.

### **Q3.1**

How active, if at all, would you say [CCG NAME] is as a member of the Health and Wellbeing board?

**Please select one option only**

- Very active
- Fairly active
- Not very active
- Not at all active
- Don't know

The following question is about integrated commissioning between the local authority and [CCG NAME]. By integrated commissioning, we mean the arrangements for joint commissioning and cooperation with the local authority to enable integration of services/pathways, deliver shared outcomes and fulfil statutory responsibilities. These arrangements include consultation, planning, decision-making and overview and scrutiny. Examples of joint commissioning and cooperation include, for example, the Better Care Fund, pooled budgets, Section 75 agreements, joint teams and reducing health inequalities.

### **Q3.5**

How well, if at all, would you say [CCG NAME] and your local authority are working together to plan and deliver integrated commissioning?

**Please select one option only**

- Very well
- Fairly well
- Not very well
- Not at all well
- Don't know

### **Q3.6**

Where you feel improvement is needed, please provide suggestions for how [CCG NAME] can improve the way in which it works with the Health and Wellbeing Board.

**Please type your response below**

## **Section 4: Healthwatch and voluntary/patient group views**

**Only stakeholders from Healthwatch and voluntary/patient groups/organisations or patient representatives should answer the questions in this section**

### **Q4.2**

**To what extent, if at all, do you feel that [CCG NAME] has engaged with ‘hard to reach’ groups?**

**‘Hard to reach’ groups are those who may experience barriers to accessing services or who are under-represented in healthcare decision making, for example, black and minority ethnic (BME) groups, Gypsies and Travellers, lesbian, gay, bisexual and trans (LGBT) people, asylum seekers, and young carers.**

**Please select one option only**

- A great deal
- A fair amount
- Just a little
- Not at all
- Don't know

### **Q4.4**

**To what extent do you agree or disagree that [CCG NAME] demonstrates that it considers and acts appropriately in response to concerns, complaints or issues raised by patients and the public?**

**Please select one option only**

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

### **Q4.5**

**Please provide an example(s) of the way in which [CCG NAME] has engaged successfully with patients and the public.**

**Please type your response below**

### **Q4.6**

**Please provide an example(s) of where [CCG NAME] needs to do more to engage with patients and the public, including ‘hard to reach’ groups.**

**Please type your response below**

## **Section 5: GP member practices' views**

Only GP member practices should answer the questions in this section

### **Q5.2BN**

To what extent, if at all, do you feel able to influence [CCG NAME]'s decision-making process?

Please select one option only

- A great deal
- A fair amount
- Just a little
- Not at all
- Don't know

The following question asks specifically about the clinical leadership of your CCG.

Everyone should answer this question

### **Q5.14N**

To what extent do you agree or disagree with the following statements about the clinical leadership of [CCG NAME] ...?

Please select one option for each row

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

- A. I have confidence in the clinical leadership of [CCG NAME]
- B. There is clear and visible clinical leadership of [CCG NAME]
- C. The clinical leadership of my CCG has effective influence within local partnerships (STPs/ACSSs/other)

The following questions ask you about key elements for [CCG NAME]'s local priorities, operational and strategic plans.

### **Q5.4**

How well, if at all, would you say that you understand:

- A. The financial implications of [CCG NAME]'s plans?
- B. The implications of [CCG NAME]'s plans for service improvement?
- C. The referral and activity implications of [CCG NAME]'s plans?
- D. [CCG NAME]'s plans to improve the health of the local population and reduce health inequalities?

**Please select one option for each row**

Very well  
Fairly well  
Not very well  
Not at all well  
Don't know

**Q5.9**

**To what extent do you agree or disagree that value for money is a key factor in decision-making when formulating [CCG NAME]'s plans and priorities?**

**Please select one option only**

Strongly agree  
Tend to agree  
Neither agree nor disagree  
Tend to disagree  
Strongly disagree  
Don't know

**Q5.11**

**How familiar are you, if at all, with the financial position of [CCG NAME]?**

**Please select one option only**

Very familiar  
Fairly familiar  
Not very familiar  
Not at all familiar  
Don't know

**Q5.7**

**To what extent do you agree or disagree that representatives from member practices are able to take a leadership role within [CCG NAME] if they want to?**

**Please select one option only**

Strongly agree  
Tend to agree  
Neither agree nor disagree  
Tend to disagree  
Strongly disagree  
Don't know

**Q5.8**

**Please provide suggestions for how [CCG NAME] could strengthen its governance systems and ability to hear the voice of member practices, including providing opportunities for representatives from member practices to take more of a leadership role within the CCG.**

---

## **Section 6: NHS Providers**

**Only stakeholders from NHS Trust /NHS Foundation Trust providers should answer the questions in this section.**

### **Q6.1**

**How well, if at all, would you say [CCG NAME] and your organisation are working together to develop long-term strategies and plans?**

**Please select one option only**

Very well  
Fairly well  
Not very well  
Not at all well  
Don't know

### **Q6.3**

**Would you say that the amount of monitoring [CCG NAME] carries out on the quality of your services is too much, too little or about right?**

**Please select one option only**

Too much  
About right  
Too little  
Don't know

### **Q6.4**

**To what extent do you agree or disagree that when there is an issue with the quality of services, the response of [CCG NAME] is proportionate and fair?**

**Please select one option only**

Strongly agree  
Tend to agree  
Neither agree nor disagree  
Tend to disagree  
Strongly disagree  
There has never been an issue with the quality of services  
Don't know

### **Q6.5**

**Do you have any suggestions you would like to make to help improve the way in which [CCG NAME] monitors your services?**

**Please type your response below**

**Q6.6**

How involved, if at all, would you say clinicians from [CCG NAME] are in discussions with your organisation about:

- A: Quality
- B: Service redesign

**Please select one option for each row**

- Very involved
- Fairly involved
- Not very involved
- Not at all involved
- Don't know

**Q6.7**

How well, if at all, would you say [CCG NAME] understands the challenges facing your provider organisation?

**Please select one option only**

- Very well
- Fairly well
- Not very well
- Not at all well
- Don't know

**Q6.8**

Where you feel improvement is needed, please provide suggestions for how [CCG NAME] can improve the way in which it works with you.

**Please type your response below**

---

## **Section 7: Local CCG questions**

Your CCG may have added up to five additional statements that they wanted to ask of their stakeholders. These will vary from CCG to CCG so cannot be included here, but may be present in the online survey. CCGs have been encouraged to use this opportunity to ask about specific issues to do with their local partnerships.

### **Q7.1**

How would you rate [CCG NAME] on each of the following:

**Please select one answer only**

Very good  
Fairly good  
Neither good nor poor  
Fairly poor  
Very poor  
Don't know  
Not relevant

- A. CCG statement 1
- B. CCG statement 2
- C. CCG statement 3
- D. CCG statement 4
- E. CCG statement 5

**Everyone should answer this question**

### **Q7.2**

Please provide any further comments you would like to make on [CCG NAME].

**Thank you for your assistance in completing this survey.**