



Midlands and Lancashire
Commissioning Support Unit

Summary presentation on feedback from CCG 360 reviews by stakeholders

2018/19



Structure

	Slide number
Methodology	3
Overview of stakeholders responding by CCG	4
Summary of results by CCG	5-8
Themes from verbatim comments by CCG	9-21
Responses from GP Member Practices	22-23

Methodology

- It was the responsibility of each CCG to provide the list of stakeholders to invite to take part in the CCG 360° stakeholder survey.
- CCGs were provided with a specification of core stakeholder organisations to be included in their stakeholder list. Beyond this, CCGs had the flexibility to determine which individual within each organisation was the most appropriate to nominate.
- CCGs were also given the opportunity to add up to ten additional stakeholders they wanted to include locally.
- Stakeholders were sent an email inviting them to complete the survey online. Stakeholders who did not respond to the email invitation, and stakeholders for whom an email address was not provided, were telephoned by an Ipsos MORI interviewer who encouraged response and offered the opportunity to complete the survey by telephone. There were also follow up calls to some stakeholders by CCG/CSU staff, to request that they complete the survey and reminders in GP newsletters.
- Within the survey, stakeholders were asked a series of questions about their working relationship with the CCG. In addition, to reflect each core stakeholder group's different area of expertise and knowledge, they were presented with a short section of questions specific to the stakeholder group they represented.
- Fieldwork was conducted between 14th January and 28th February 2019.

Overview of stakeholders responding by CCG

Stakeholder group	CC	ES	NS	SESSP	SAS	SoT
GP member practices	17	14	20	20	13	16
Health & wellbeing boards	1	2	2	1	1	1
Healthwatch and voluntary/patient groups	7	1	3	7	8	5
NHS providers	2	1	3	4	2	3
Other CCGs	4	4	3	3	3	4
Upper tier/unitary LA	2	1	1	2	2	1
Wider stakeholders	4	1	2	3	4	0

Summary of results by CCG

Question	CC	ES	NS	SESSP	SAS	SoT
Q1. Overall, how would you rate the effectiveness of your working relationship with the CCG?	97%	91%	85%	81%	94%	84%
Q3. Overall, how would you rate the CCG's effectiveness as a local system leader, i.e. as part of an Integrated Care System (ICS) / Sustainable Transformation Partnership (STP)?	73%	87%	68%	60%	73%	67%
Base	37	24	34	40	33	30

The percentages in this slide are a combination of the two possible positive ratings.

Summary of results by CCG

To what extent do you agree or disagree with EACH of the following statements?	CC	ES	NS	SESSP	SAS	SoT
Q5a. "The CCG considers the benefits to the whole health and care system when taking a decision."	73%	88%	80%	70%	76%	73%
Q5b. "The CCG actively avoids passing on problems to another system partner."	67%	80%	62%	55%	64%	56%
Q5c. "The CCG works collaboratively with other system partners on the vision to improve the future health of the population across the whole system."	76%	91%	73%	75%	88%	74%
Base	37	24	35	40	33	30

The percentages in this slide are a combination of the two possible positive ratings.

Summary of results by CCG

How would you rate the effectiveness of the CCG at doing EACH of the following?	CC	ES	NS	SESSP	SAS	SoT
Q6a. "Improving health outcomes for its population."	79%	87%	65%	63%	79%	63%
Q6b. "Reducing health inequalities."	64%	75%	65%	55%	61%	57%
Q6c. "Improving the quality of the local health services."	76%	88%	74%	63%	73%	63%
Q6d. "Delivering value for money."	52%	84%	65%	48%	54%	57%
Base	37	24	34	40	33	30

The percentages in this slide are a combination of the two possible positive ratings.

Summary of results by CCG

To what extent do you agree or disagree with EACH of the following statements about the way in which the CCG commissions / decommissions services?	CC	ES	NS	SESSP	SAS	SoT
Q8a. "The CCG involves the right individuals and organisations when commissioning / decommissioning services."	65%	87%	74%	55%	64%	60%
Q8b. "The CCG asks the right questions at the right time when commissioning / decommissioning services."	62%	87%	62%	51%	58%	47%
Q8c. "The CCG engages effectively with patients and the public, including those groups within the local population who are at risk of experiencing poorer health outcomes when commissioning / decommissioning services."	57%	88%	71%	48%	54%	43%
Q8d. "The CCG demonstrates that it has considered the views of patients and the public, including those groups which experience poorer health outcomes and/or barriers to accessing health and care, when it is commissioning / decommissioning services."	52%	79%	65%	43%	51%	50%
Base	37	24	34	40	33	30

The percentages in this slide are a combination of the two possible positive ratings.

Themes from Verbatim Comments

Open response questions

- Stakeholders were asked four open response questions.
- They included:
 - How working relationships with the CCG could be improved?
 - How the CCG could improve its effectiveness as a local system leader?
 - How the CCG could improve its effectiveness?
 - How the CCG could improve the way it commissions/decommissions services?

Cannock Chase CCG

How working relationships with the CCG could be improved

- Working relationships are positive
- Communication is positive
- Improved links across localities and CCGs
- Learn from change management process
- Greater communication with PPGs
- Review who attends patient council meetings
- Able to contact teams directly rather than via the communications team
- Effective communication for meetings
- Good to have CCG representation at practice meetings

How the CCG could improve its effectiveness as a local system leader

- More prominent role in the STP
- More proactive in collaborative working - willingness to work in partnership has been beneficial
- More partnership at district and borough level
- Key members with experience of primary care
- More CCG members at meetings
- Quicker decision-making process
- CCGs are system leaders in driving forward changes
- Support greater awareness of the STP and transformation taking place

Cannock Chase CCG

How the CCG could improve its effectiveness

- More effective public communication, engagement and consultation
- Greater collaborative working
- Attending more existing meetings
- Commission preventative services to reduce need for medical interventions.
- Greater focus on action and outcomes
- Support awareness of financial issues across the whole system
- Focus on care rather than cost
- More funding required

How the CCG could improve the way it commissions/decommissions services

- Improve communication and engagement
- Involve the voluntary and third sector
- Commission preventative services and social prescribing
- Consider local geography and demographics
- Clarity over how consultation informs decision-making
- Consider how social and health care impact each other

East Staffordshire CCG

How working relationships with the CCG could be improved

- Communication and leadership is good
- Meetings are useful / would be helpful
- Working relationships are good
- Ensure effective engagement with practices
- Ensure effective collaboration
- Enable informal discussions

How the CCG could improve its effectiveness as a local system leader

- Greater clarity of role of STP
- Range of engagement and communication methods are used
- CCG is having as much influence as possible
- Ensuring practices can feed back quickly
- Positive work of CCG promoted more
- Greater STP engagement
- Collaboration has been helpful
- CCGs are system leaders in driving forward changes

East Staffordshire CCG

How the CCG could improve its effectiveness

- CCG has been effective in delivering outcomes without financial overspend
- Better communication with GPs and recognition of their role
- CCG is focused on health outcomes
- Finance allocation for East Staffs should not be redistributed to other CCGs
- Consider the IT systems used
- Ensure stakeholders are engaged
- Ensure effective communication with the public
- Consider the IT systems used

How the CCG could improve the way it commissions/decommissions services.

- Continue good engagement with patient groups
- Need an increased budget
- CCG has worked well with local partners
- Effective legal advice is required
- Learn from previous experiences
- Clarity over how consultation informs decision-making

North Staffordshire CCG

How working relationships with the CCG could be improved

- Working relationships are good
- Need to improve patient and public groups
- Meetings are useful / would be beneficial
- Improved engagement with stakeholders
- Need more effective communication
- Involve front-line clinicians in decision-making
- Email communication is useful
- Meetings are useful with information shared
- Better engagement with voluntary sector
- Staffing needs to be more consistent
- Enable more collaborative working

How the CCG could improve its effectiveness as a local system leader

- Improved communication and stakeholder engagement
- More STP engagement
- Greater focus on collaboration
- More support and engagement with GP practices
- CCG needs to be more proactive in enabling transformation
- Management of community hospitals has been poor
- CCGs are system leaders in driving forward changes

North Staffordshire CCG

How the CCG could improve its effectiveness

- Need to be more focus on local people's needs and health outcomes
- Improved public engagement and communication
- Enable more collaborative working
- Allow services time to prove they are effective
- Too focused on cost savings
- better auditing and contract monitoring required

How the CCG could improve the way it commissions/decommissions services.

- Need to ensure patients and public are effectively engaged with
- Need to ensure stakeholders are engaged with early enough
- Services for vulnerable people have been cut
- Honesty is required in public meetings
- Clarity over how consultation informs decision-making

South East Staffs and Seisdon Peninsula CCG

How working relationships with the CCG could be improved

- Working relationships are good
- Improve communication and clarity
- Staff turnover has been high
- Improved links across localities
- Need to consider locality needs and local decision-making
- improve collaborative working
- More flexibility with individual practice issues
- Ensure responses are received to issues raised
- Improve engagement with practices

How the CCG could improve its effectiveness as a local system leader

- Improve clarity of communications
- Greater STP engagement
- improve connectivity and collaboration
- Consider local needs and local involvement
- Greater focus on action and outcomes
- Results have been achieved from sharing ideas and problems
- CCGs are system leaders in driving forward changes

South East Staffs and Seisdon Peninsula

How the CCG could improve its effectiveness

- Improve engagement with practices
- Need effective leadership and staffing
- Improve communication
- Consider local needs and rural areas
- Improve collaboration
- Need to be more forward-thinking
- Ensure individual practices are supported to make own decisions
- System partners are engaged
- Ensure decisions are not solely based on cost
- More effective public engagement and communication

How the CCG could improve the way it commissions/decommissions services.

- Ensure patients are involved in the process
- Ensure the needs of all patients are supported
- Consider the needs of vulnerable groups and ensure they are engaged
- Consider finance issues
- Commission preventative services and social prescribing
- Clarity over how consultation informs decision-making

Stafford and Surrounds CCG

How working relationships with the CCG could be improved

- Working relationships are successful
- Meetings are effective and useful
- Hold more regular and simplified meetings
- Improved links across localities
- Involve and listen to GPs more
- Improve involvement of Patient Council
- Stop restructuring / learn from management of change process

How the CCG could improve its effectiveness as a local system leader

- Improve clarity of communication
- Meetings and communications are useful
- Listen to members more
- Improve collaborative working
- More prominent role in STP
- CCG should be more responsive to providers' needs
- Stop changing systems and staffing
- CCGs are system leaders in driving forward changes

Stafford and Surrounds CCG

How the CCG could improve its effectiveness

- Regular communications and meetings with stakeholders
- Greater collaborative working
- Ensure decisions are evidence-based and data is available
- Commission preventative services and improve early diagnosis
- Consider local geography and demographics
- Too many different organisations to be completely effective
- Listen to members more
- More effective public engagement and

How the CCG could improve the way it commissions/decommissions services.

- Improve engagement with stakeholders
- Involve patient groups in the awarding of contracts
- consider services further afield
- Ensure vulnerable patients are engaged
- Decisions not just based on finance
- Commission preventative services and social prescribing
- Consider local geography and demographics
- Clarity over how consultation informs decision making

Stoke on Trent CCG

How working relationships with the CCG could be improved

- Relationship has improved / are good
- Meetings are useful with information shared
- Need to involve patient and public groups
- Better engagement with community / voluntary sector
- Email communication is useful
- Benefits of joined up working

How the CCG could improve its effectiveness as a local system leader

- Greater clarity and transparency
- More innovative approaches to understanding the relationships between parts of the system
- Issues around funding
- Need to be able to hold service providers to account
- Less change in management structure
- Greater STP engagement
- Regular news briefings
- Enhance strategic commissioning skills e.g. needs assessments ,analysis of health outcomes

Stoke on Trent CCG

How the CCG could improve its effectiveness

- Better engagement with community / voluntary sector
- Greater involvement of practices in decision-making
- Greater transparency and clarity
- Too focused on cost savings
- More involvement of patients and public
- Focus on health inequalities and health economic analysis

How the CCG could improve the way it commissions/decommissions services.

- Involve relevant stakeholders effectively and at appropriate times
- More clarity and transparency regarding processes
- Collaboration and meetings are positive
- Ensure NHSE guidance is followed
- Services for vulnerable people have been cut
- Effective engagement over smaller changes, not just large consultations

Responses from GP Member Practices

Question Posed	Positive Indication	CC %		ES %		NS %		SESSP %		SAS %		SoT %	
		2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Overall engagement													
Overall, how would you rate the effectiveness of your working relationship with the CCG?	Fairly/ very good	100%	86%	93%	21%	90%	65%	65%	71%	85%	77%	88%	67%
How satisfied or dissatisfied are you with how the CCG involves patients and the public?	Very/ fairly satisfied		79%		79%		35%		59%		69%		54%
Commissioning services													
The CCG involves the right individuals and organisations when commissioning/ decommissioning services	Strongly/ tend to agree	59%	29%	86%	71%	70%	29%	50%	47%	62%	69%	69%	38%
The CCG provides adequate information to explain the reasons for the decisions it makes when commissioning/decommissioning services	Strongly/ tend to agree		64%		79%		41%		41%		69%		50%
I have confidence the CCG's plans will deliver high quality services that demonstrate value for money	Strongly/ tend to agree		43%		71%		35%		47%		62%		46%
I have confidence in the CCG to commission/decommission services appropriately	Strongly/ tend to agree		43%		79%		18%		59%		54%		50%
The CCG demonstrates it has considered the views of patients and the public when making commissioning decisions*	Strongly/ tend to agree	59%	64%	86%	79%	65%	47%	45%	53%	54%	31%	44%	46%
Monitoring and reviewing services													
I have confidence that the CCG monitors the quality of the services it commissions in an effective manner	Strongly/ tend to agree		36%		86%		41%		59%		54%		46%
If I had concerns about the quality of local services I would feel able to raise my concerns within the CCG	Strongly/ tend to agree		79%		86%		71%		88%		85%		71%
I have confidence in the CCG to act on feedback it receives about the quality of services	Strongly/ tend to agree		43%		71%		41%		65%		38%		38%

Red = Scores of less than 60% and lower than the score for the same question last year

Amber = Scores of more than 60% but lower than for the same question in 2018

Green = Scores of 60% or above, except for those worse than last year's score

*The statement in 2018/19 is: The CCG demonstrates that it has considered the views of patients and the public, including those groups which experience poorer health outcomes and/ or barriers to accessing health and care, when it is commissioning/ decommissioning services."

Responses from GP Member Practices

Question Posed	Positive Indication	CC %		ES %		NS %		SESSP %		SAS %		SoT %	
		2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Leadership of the CCG													
How effective, if at all, do you feel your CCG is as a local system leader?	Very/ fairly effective	71%	71%	86%	71%	70%	59%	55%	59%	62%	85%	81%	71%
The leadership of the CCG has the necessary blend of skills and experience	Strongly/ tend to agree		57%		64%		24%		41%		69%		50%
I have confidence in the leadership of the CCG to deliver its plans and priorities	Strongly/ tend to agree		43%		64%		29%		59%		38%		46%
The leadership of CCG is delivering high quality services within the available resources	Strongly/ tend to agree		50%		71%		35%		47%		69%		58%
I have confidence in the leadership of the CCG to deliver improved outcomes for patients	Strongly/ tend to agree		57%		71%		35%		41%		54%		46%
The leadership of the CCG is contributing effectively to local partnership arrangements (including STPs, ACSs where applicable and/or other local partnership arrangements)	Strongly/ tend to agree		64%		79%		35%		35%		62%		46%
There is clear and visible leadership of the CCG	Strongly/ tend to agree		57%		64%		35%		53%		85%		54%
Plans and priorities													
How much would you say you know about the CCG's plans and priorities?	A great deal/ fair amount		57%		71%		65%		76%		92%		67%
I have been given the opportunity to influence the CCG's plans and priorities	Strongly/ tend to agree		36%		50%		24%		41%		54%		54%
When I have commented on the CCG's plans and priorities I feel that my comments have been considered (even if the CCG has not been able to act on them)	Strongly/ tend to agree		43%		79%		35%		53%		77%		46%
The CCG has effectively communicated its plans and priorities to me	Strongly/ tend to agree		43%		64%		29%		47%		77%		50%
How effective is the CCG at working with others to improve health outcomes?	Very/ fairly effective		64%		86%		65%		53%		69%		63%

Red = Scores of less than 60% and lower than the score for the same question last year

Amber = Scores of more than 60% but lower than for the same question in 2018

Green = Scores of 60% or above, except for those worse than last year's score