



Midlands and Lancashire  
Commissioning Support Unit

# Summary presentation on feedback from North Staffordshire CCG 360 review by stakeholders

2018/19



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# 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

Stakeholder group	Number targeted	Number who responded	Response rate
GP member practices	32	20	63%
Health & wellbeing boards	2	2	100%
Healthwatch and voluntary/patient groups	5	3	60%
NHS providers	6	3	50%
Other CCGs	5	3	60%
Upper tier/unitary LA	6	1	17%
Wider stakeholders	3	2	67%
<b>All stakeholders</b>	<b>59</b>	<b>34</b>	<b>58%</b>

# Summary of results for North Staffordshire CCG

Question	%
Q1. Overall, how would you rate the effectiveness of your working relationship with the CCG?	85%
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)?	68%
<b>Base</b>	<b>34</b>

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

# Summary of results for North Staffordshire CCG

To what extent do you agree or disagree with EACH of the following statements?	%
Q5a. "The CCG considers the benefits to the whole health and care system when taking a decision."	80%
Q5b. "The CCG actively avoids passing on problems to another system partner."	62%
Q5c. "The CCG works collaboratively with other system partners on the vision to improve the future health of the population across the whole system."	73%
<b>Base</b>	<b>34</b>

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

# Summary of results for North Staffordshire CCG

How would you rate the effectiveness of the CCG at doing EACH of the following?	%
Q6a. "Improving health outcomes for its population."	65%
Q6b. "Reducing health inequalities."	65%
Q6c. "Improving the quality of the local health services."	74%
Q6d. "Delivering value for money."	65%
<b>Base</b>	<b>34</b>

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?	%
Q8a. "The CCG involves the right individuals and organisations when commissioning / decommissioning services."	74%
Q8b. "The CCG asks the right questions at the right time when commissioning / decommissioning services."	62%
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."	71%
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."	65%
<b>Base</b>	<b>34</b>

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?

# 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

# Responses from GP Member Practices

Question Posed	Positive Indication	%	
		2019	2018
Overall engagement			
Overall, how would you rate the effectiveness of your working relationship with the CCG?	Fairly/ very good	90%	65%
How satisfied or dissatisfied are you with how the CCG involves patients and the public?	Very/ fairly satisfied		35%
Commissioning services			
The CCG involves the right individuals and organisations when commissioning/ decommissioning services	Strongly/ tend to agree	70%	29%
The CCG provides adequate information to explain the reasons for the decisions it makes when commissioning/decommissioning services	Strongly/ tend to agree		41%
I have confidence the CCG's plans will deliver high quality services that demonstrate value for money	Strongly/ tend to agree		35%
I have confidence in the CCG to commission/decommission services appropriately	Strongly/ tend to agree		18%
The CCG demonstrates it has considered the views of patients and the public when making commissioning decisions*	Strongly/ tend to agree	65%	47%
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		41%
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		71%
I have confidence in the CCG to act on feedback it receives about the quality of services	Strongly/ tend to agree		41%

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	%	
		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	70%	59%
The leadership of the CCG has the necessary blend of skills and experience	Strongly/ tend to agree		24%
I have confidence in the leadership of the CCG to deliver its plans and priorities	Strongly/ tend to agree		29%
The leadership of CCG is delivering high quality services within the available resources	Strongly/ tend to agree		35%
I have confidence in the leadership of the CCG to deliver improved outcomes for patients	Strongly/ tend to agree		35%
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		35%
There is clear and visible leadership of the CCG	Strongly/ tend to agree		35%
Plans and priorities			
How much would you say you know about the CCG's plans and priorities?	A great deal/ fair amount		65%
I have been given the opportunity to influence the CCG's plans and priorities	Strongly/ tend to agree		24%
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		35%
The CCG has effectively communicated its plans and priorities to me	Strongly/ tend to agree		29%
How effective is the CCG at working with others to improve health outcomes?	Very/ fairly effective		65%

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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

# Recommendation and action plan