

Item
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West Norfolk CCG

CCG 360° Stakeholder Survey 2017-18

Findings



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Social Research Institute

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Summary



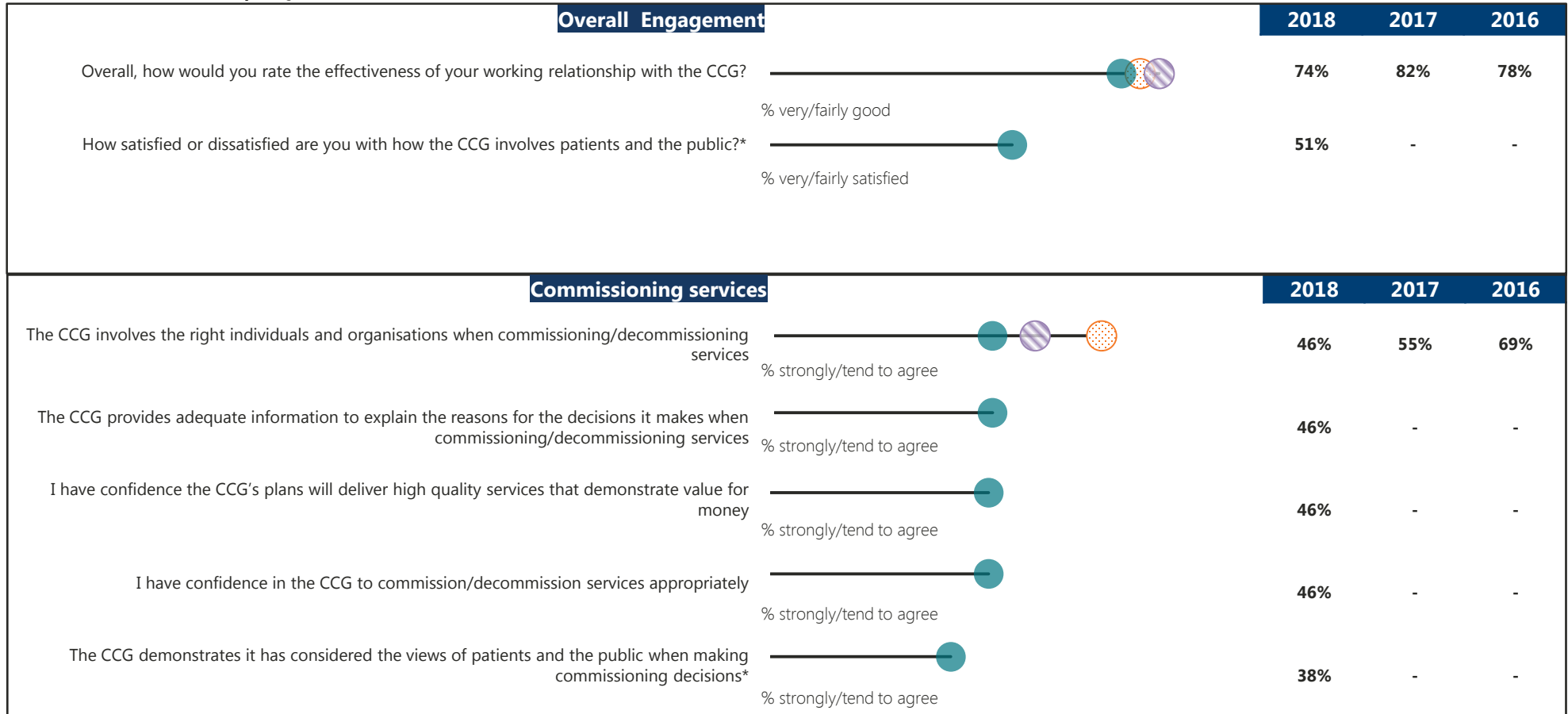
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Summary

This report presents the results from West Norfolk CCG's 360° Stakeholder Survey 2017-18. The annual CCG 360° Stakeholder Survey, which has been conducted online and by telephone since 2014, allows a range of key stakeholders to provide feedback on working relationships with their CCG. The results are used to support CCGs' ongoing development and feed into improvement and assessment conversations with NHS England.

The following chart presents the summary findings across the CCG for the questions asked of all stakeholders. This provides the percentage of stakeholders responding positively to the key questions, including year-on-year comparisons where the question was also asked in 2017 and 2016.

Base = all stakeholders except CQC (2018; 39, 2017; 38, 2016; 36) unless otherwise stated



Summary cont.

Leadership of the CCG

		2018	2017	2016
How effective, if at all, do you feel your CCG is as a local system leader?		67%	71%	61%
	% very/fairly effective			
The leadership of the CCG has the necessary blend of skills and experience*		59%	50%	64%
	% strongly/tend to agree			
There is clear and visible leadership of the CCG*		59%	50%	67%
	% strongly/tend to agree			
I have confidence in the leadership of the CCG to deliver its plans and priorities*		49%	47%	56%
	% strongly/tend to agree			
The leadership of CCG is delivering high quality services within the available resources*		51%	-	-
	% strongly/tend to agree			
I have confidence in the leadership of the CCG to deliver improved outcomes for patients*		49%	55%	58%
	% strongly/tend to agree			
The leadership of the CCG is contributing effectively to local partnership arrangements (including Sustainability Transformation Partnerships (STPs), Accountable Care Systems (ACs) where applicable and/or other local partnership arrangements)*		67%	-	-
	% strongly/tend to agree			

Monitoring and reviewing services

		2018	2017	2016
I have confidence that the CCG monitors the quality of the services it commissions in an effective manner		54%	61%	58%
	% strongly/tend to agree			
If I had concerns about the quality of local services I would feel able to raise my concerns within the CCG		87%	76%	83%
	% strongly/tend to agree			
I have confidence in the CCG to act on feedback it receives about the quality of services		67%	71%	67%
	% strongly/tend to agree			

Plans and priorities

		2018	2017	2016
How much would you say you know about the CCG's plans and priorities?		72%	63%	58%
	% a great deal/fair amount			
I have been given the opportunity to influence the CCG's plans and priorities		51%	50%	53%
	% strongly/tend to agree			
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)		62%	50%	50%
	% strongly/tend to agree			
The CCG has effectively communicated its plans and priorities to me		51%	63%	56%
	% strongly/tend to agree			

Introduction



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Background and objectives

Clinical Commissioning Groups (CCGs) need to have strong relationships with a range of stakeholders in order to be successful commissioners within their local health and care systems. These relationships provide CCGs with valuable intelligence to help them make the effective commissioning decisions for their local populations.

The CCG 360° Stakeholder Survey enables stakeholders to provide feedback about their CCGs. The results of the survey serve two purposes:

1. To provide a wealth of data for CCGs to help with their ongoing organisational development, supporting them to build strong and productive relationships with stakeholders. The findings can provide a valuable tool for all CCGs to evaluate their progress, and inform the way that they work and make decisions.
2. To help NHS England to assess CCGs' stakeholder relationships and leadership within their local health and care systems, and how effectively they commission services to improve service quality and health outcomes.

Methodology and technical details

- 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, however, 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 (they are referred to in this report as 'wider stakeholders'). These included: Commissioning Support Units, Health Education England, lower tier local authorities, MPs, private providers, Public Health England, local care homes, GP out-of-hours providers and others.
- 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.

Methodology and technical details

- 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 15th January and 28th February.
- 39 of the CCG's stakeholders completed the survey. The overall response rate was 68%, which varied across the stakeholder groups as shown in the table opposite.

Survey response rates for West Norfolk CCG

Stakeholder group	Invited to take part in survey	Completed survey	Response rate
GP member practices <i>One from every member practice*</i>	20	13	65%
Health and wellbeing boards <i>Up to two per HWB*</i>	1	0	0%
Local Healthwatch/voluntary patient groups <i>Up to three per local Healthwatch*</i>	10	8	80%
NHS providers <i>Up to two from each acute, mental health and community health providers*</i>	5	4	80%
Other CCGs <i>Up to five*</i>	10	8	80%
Upper tier or unitary local authorities <i>Up to five per LA*</i>	4	3	75%
Wider stakeholders	7	3	43%

*Specification from the core stakeholder framework

West Norfolk CCG

Interpreting the results

- For each question, the response to each answer is presented as both a percentage (%) and as a number (n). The total number of stakeholders who answered each question (the base size) is also stated at the bottom of each chart and in every table. For questions with fewer than 30 stakeholders answering, we strongly recommend that you look at the number of stakeholders giving each response rather than the percentage, as the percentage can be misleading when based on so few stakeholders.
- This report presents the results from West Norfolk CCG's stakeholder survey. Throughout the report, 'the CCG/your CCG' refers to West Norfolk CCG.
- Where results do not sum to 100%, or where individual responses (e.g. tend to agree; strongly agree) do not sum to combined responses (e.g. strongly/tend to agree) this is due to rounding.

Using the results – the reports

- This report contains a **summary section**, a **section on overall views of relationships** and a **section for each of the main stakeholder groups** who were invited to complete the survey.
- The overall summary slides show the results at CCG level for the questions asked of all stakeholders (i.e. only those in section 1 of the questionnaire).
 - This provides CCGs with an 'at a glance' visual summary of the results for the key questions, including direction of travel comparisons where appropriate.
- The stakeholder specific sections of the report contain those questions which were targeted at individual groups of stakeholders only.
 - These questions were often around specific issues which were only relevant to the specific group of stakeholders.
- The remainder of the report shows the results for all questions in the survey including any local questions where CCGs included them. The results for each question are provided at CCG level with a breakdown also shown for each of the core stakeholder groups where relevant.
 - This allows CCGs to interrogate the data in more detail.

Using the results – comparisons

The comparisons are included to provide an indication of differences only and should be treated with caution due to the low numbers of respondents and differences in stakeholder lists.

- Any differences are not necessarily statistically significant differences; a higher score than the cluster average does not always equate to 'better' performance, and a higher score than in 2017 does not necessarily mean the CCG has improved.
- The comparisons offer a starting point to inform wider discussions about the CCG's ongoing organisational development and its relationships with stakeholders. For example, they may indicate areas in which stakeholders think the CCG is performing relatively less well, for the CCG to discuss internally and externally to identify what improvements can be made in this area, if any.

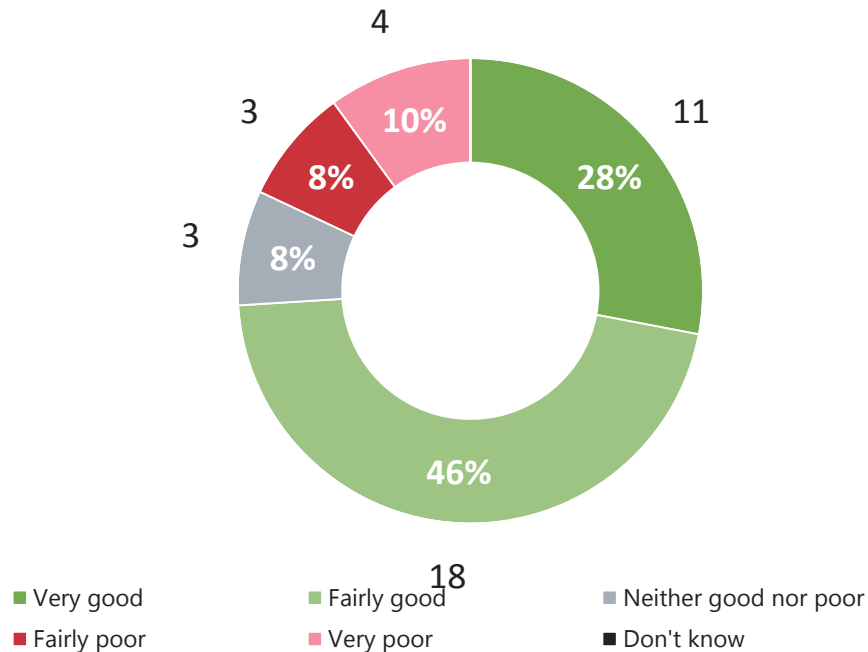
Combined stakeholder findings



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Overall, how would you rate the effectiveness of your working relationship with the CCG?

All stakeholders

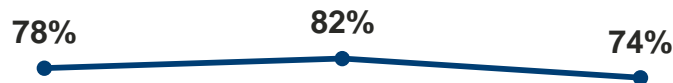


By stakeholder group

Stakeholder group	No. of respondents	Very good/ Fairly good	Fairly poor/ Very poor
GP member practices	13	38% (5)	46% (6)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	88% (7)	-
NHS providers	4	75% (3)	25% (1)
Other CCGs	8	100% (8)	-
Upper tier/unitary LA	3	100% (3)	-
Wider stakeholders	3	100% (3)	-

CCG change across time

Percentage of stakeholders saying very good/fairly good



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying very good/fairly good



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

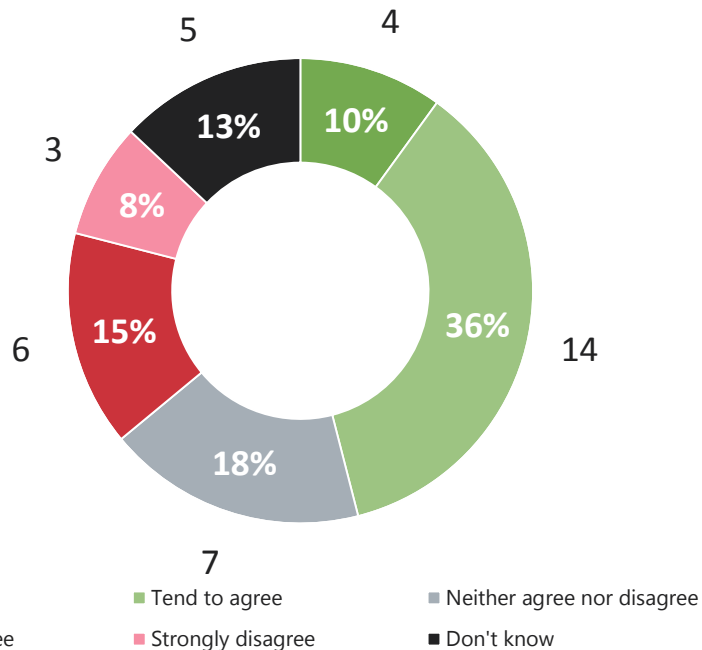
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

The CCG involves the right individuals and organisations when commissioning/decommissioning services

All stakeholders

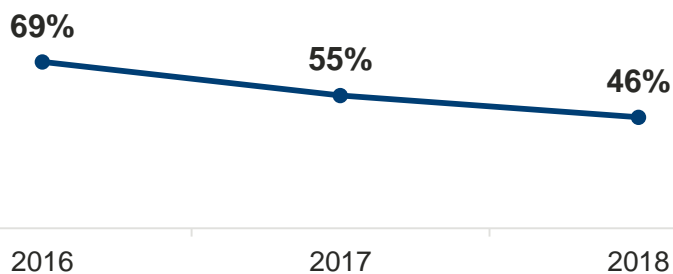


By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	38% (5)	46% (6)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	38% (3)	-
NHS providers	4	75% (3)	25% (1)
Other CCGs	8	63% (5)	13% (1)
Upper tier/unitary LA	3	33% (1)	-
Wider stakeholders	3	33% (1)	33% (1)

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

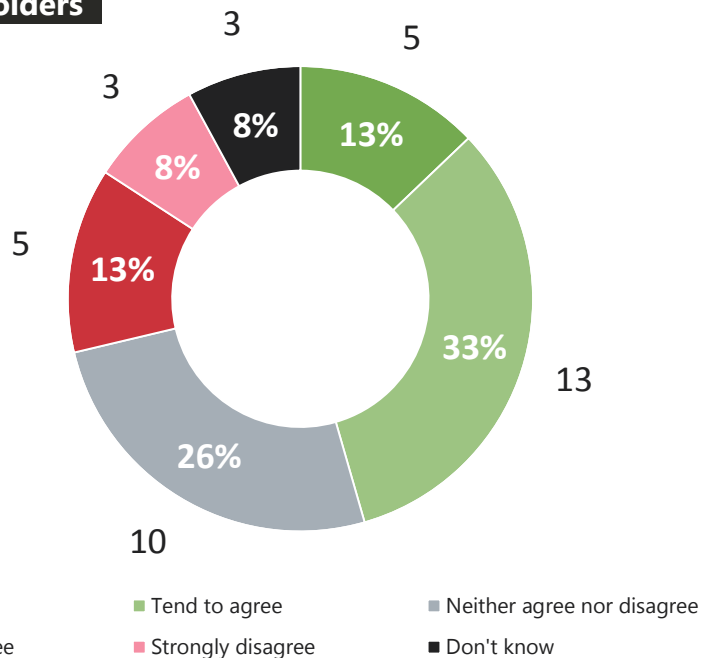
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

The CCG provides adequate information to explain the reasons for the decisions it makes when commissioning/decommissioning services

All stakeholders



By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	46% (6)	31% (4)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	50% (4)	13% (1)
NHS providers	4	25% (1)	25% (1)
Other CCGs	8	63% (5)	13% (1)
Upper tier/unitary LA	3	33% (1)	-
Wider stakeholders	3	33% (1)	33% (1)

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree

There is no trend data available for this question, as it was asked for the first time in 2018.

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

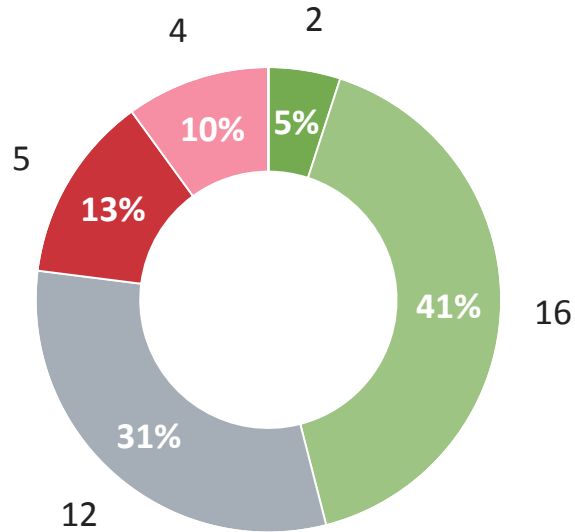
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

I have confidence the CCG's plans will deliver high quality services that demonstrate value for money

All stakeholders



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

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree

There is no trend data available for this question, as it was asked for the first time in 2018.

By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	38% (5)	38% (5)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	63% (5)	-
NHS providers	4	25% (1)	50% (2)
Other CCGs	8	38% (3)	13% (1)
Upper tier/unitary LA	3	67% (2)	-
Wider stakeholders	3	67% (2)	33% (1)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

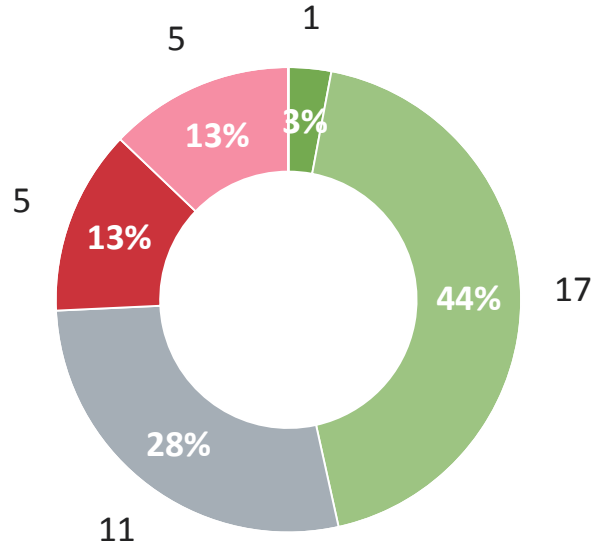
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To what extent do you agree or disagree with the following statements about the way in which the CCG commissions/decommissions services...?

I have confidence in the CCG to commission/decommission services appropriately

All stakeholders



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

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree

There is no trend data available for this question, as it was asked for the first time in 2018.

By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	31% (4)	54% (7)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	38% (3)	13% (1)
NHS providers	4	25% (1)	25% (1)
Other CCGs	8	75% (6)	-
Upper tier/unitary LA	3	67% (2)	-
Wider stakeholders	3	67% (2)	33% (1)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

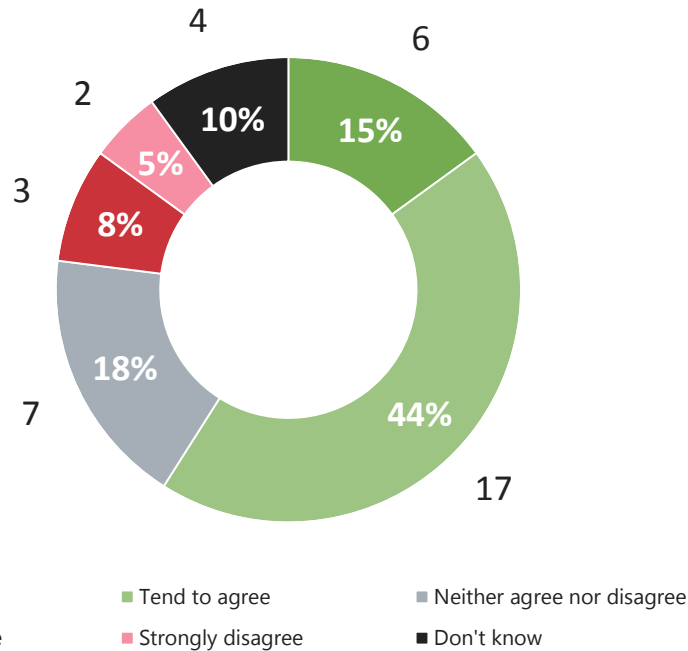
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**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

The leadership of the CCG has the necessary blend of skills and experience

All stakeholders

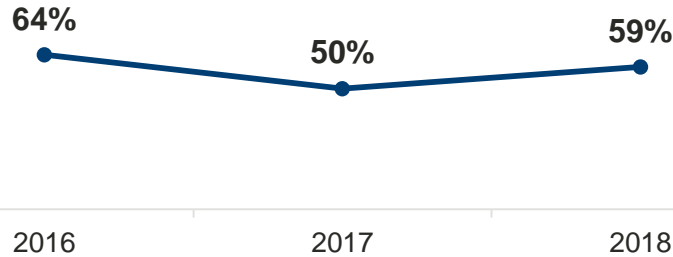


By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	54% (7)	15% (2)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	50% (4)	13% (1)
NHS providers	4	50% (2)	-
Other CCGs	8	88% (7)	13% (1)
Upper tier/unitary LA	3	33% (1)	-
Wider stakeholders	3	67% (2)	33% (1)

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7884), Cluster (680), DCO (568).

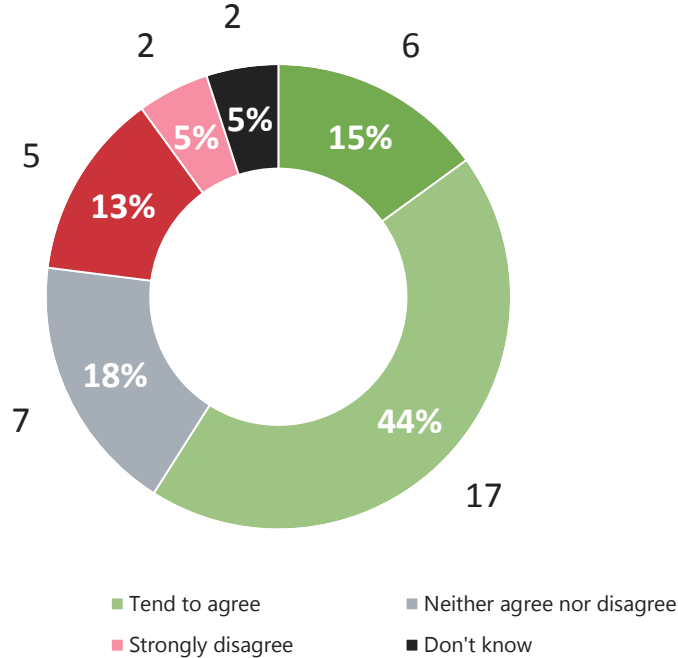
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

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To what extent do you agree or disagree with the following statements about the overall leadership of the CCG...?

There is clear and visible leadership of the CCG

All stakeholders

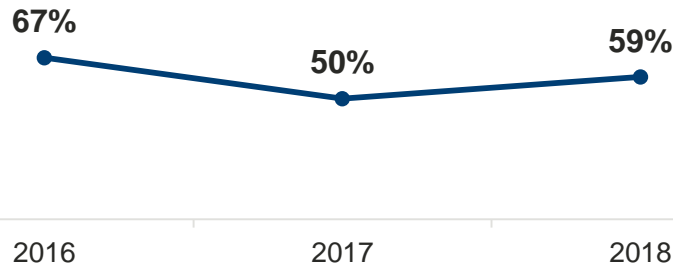


By stakeholder group

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Upper tier/unitary LA	3	33% (1)	33% (1)
Wider stakeholders	3	67% (2)	-

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

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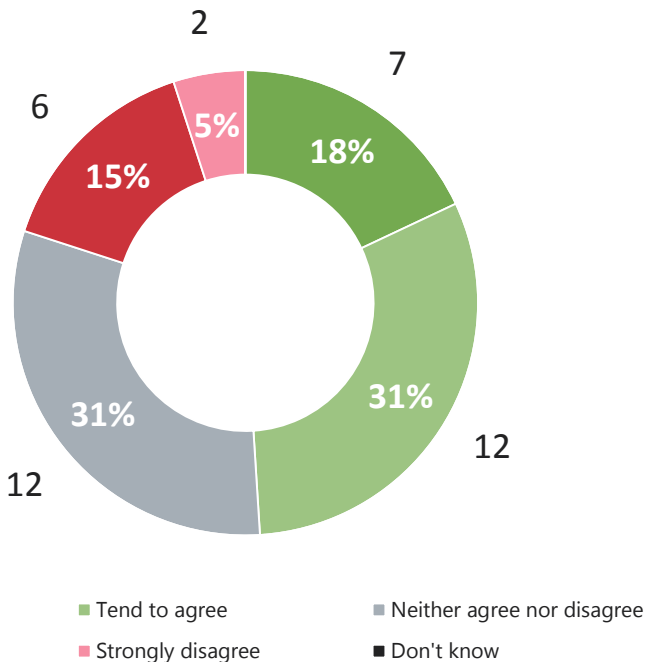
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To what extent do you agree or disagree with the following statements about the clinical leadership of the CCG...?

I have confidence in the leadership of the CCG to deliver its plans and priorities

All stakeholders

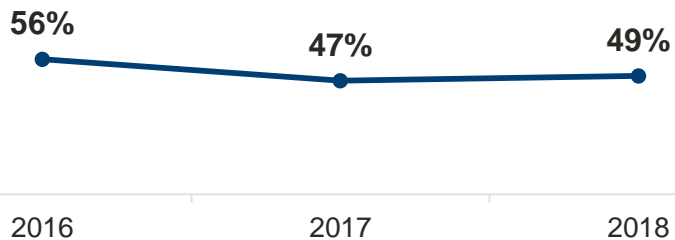


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CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



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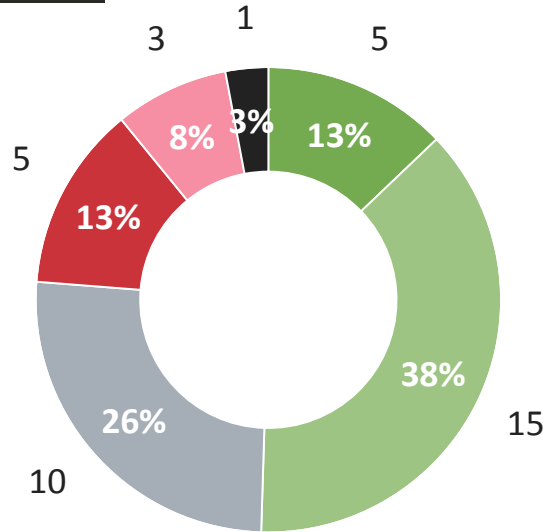
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To what extent do you agree or disagree with the following statements about the leadership of the CCG...?

The leadership of the CCG is delivering high quality services within the available resources

All stakeholders



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

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree

There is no trend data available for this question, as it was asked for the first time in 2018.

By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
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Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



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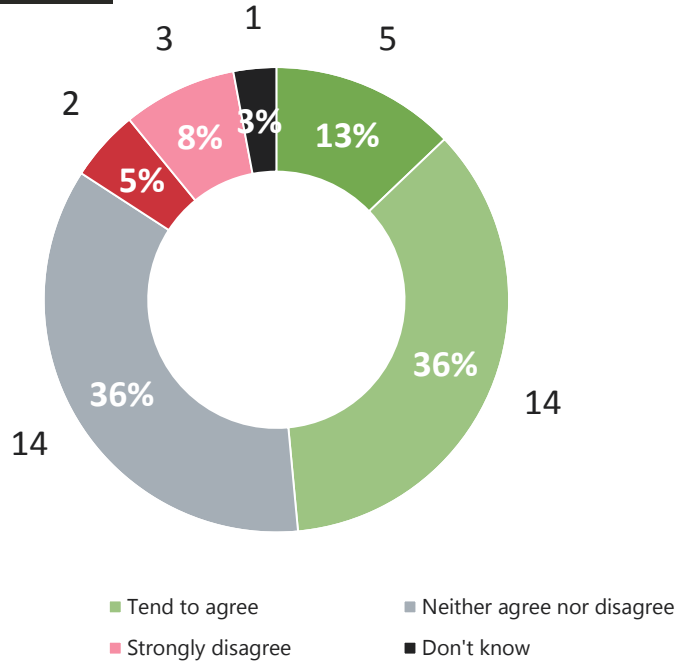
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To what extent do you agree or disagree with the following statements about the leadership of the CCG...?

I have confidence in the leadership of the CCG to deliver improved outcomes for patients

All stakeholders

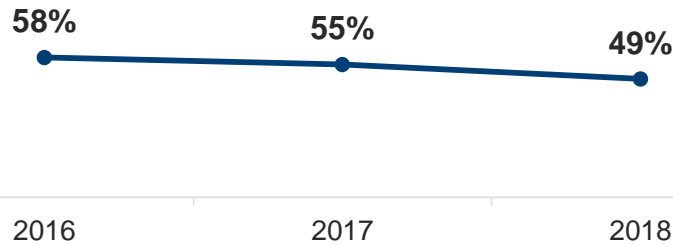


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Wider stakeholders	3	67% (2)	33% (1)

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



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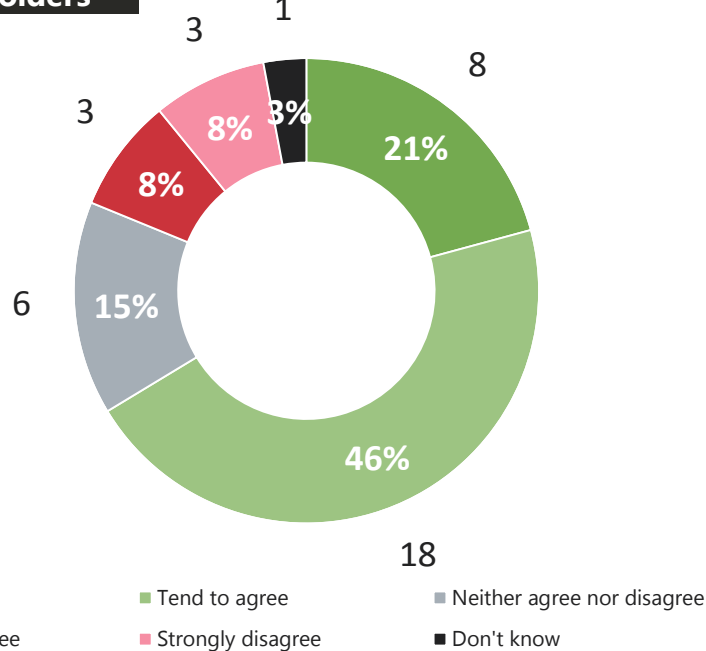
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To what extent do you agree or disagree with the following statements about the leadership of the CCG...?

The leadership of the CCG is contributing effectively to local partnership arrangements (including Sustainability Transformation Partnerships (STPs), Accountable Care Systems (ACs) where applicable and/or other local partnership arrangements).

All stakeholders



By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
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CCG change across time

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Regional and cluster comparisons

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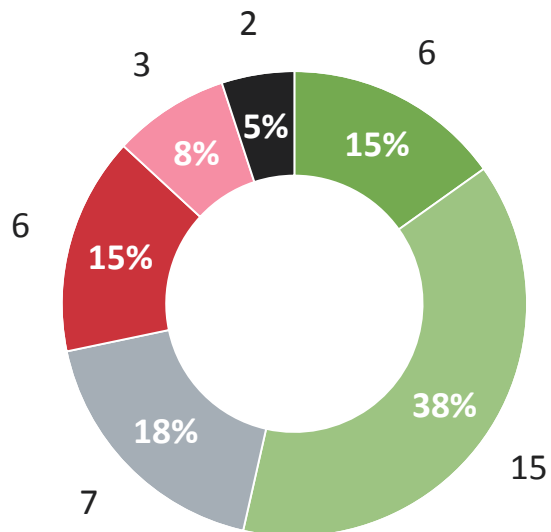
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**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

I have confidence that the CCG monitors the quality of the services it commissions in an effective manner

All stakeholders



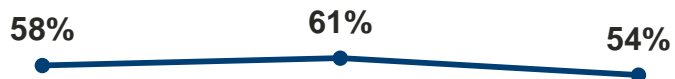
■ Strongly agree ■ Tend to agree ■ Neither agree nor disagree
■ Tend to disagree ■ Strongly disagree ■ Don't know

By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	46% (6)	46% (6)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	75% (6)	13% (1)
NHS providers	4	-	-
Other CCGs	8	75% (6)	-
Upper tier/unitary LA	3	33% (1)	33% (1)
Wider stakeholders	3	67% (2)	33% (1)

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

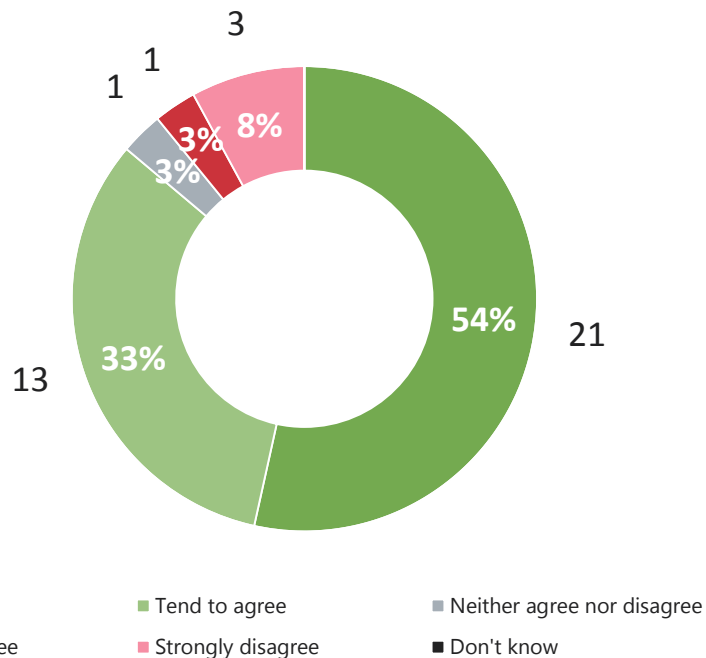
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

If I had concerns about the quality of local services I would feel able to raise my concerns within the CCG

All stakeholders

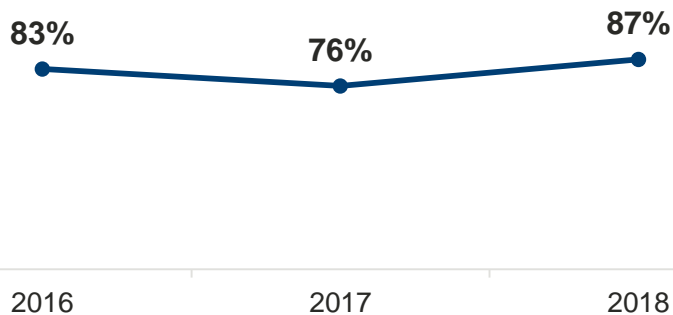


By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	77% (10)	23% (3)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	88% (7)	13% (1)
NHS providers	4	75% (3)	-
Other CCGs	8	100% (8)	-
Upper tier/unitary LA	3	100% (3)	-
Wider stakeholders	3	100% (3)	-

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

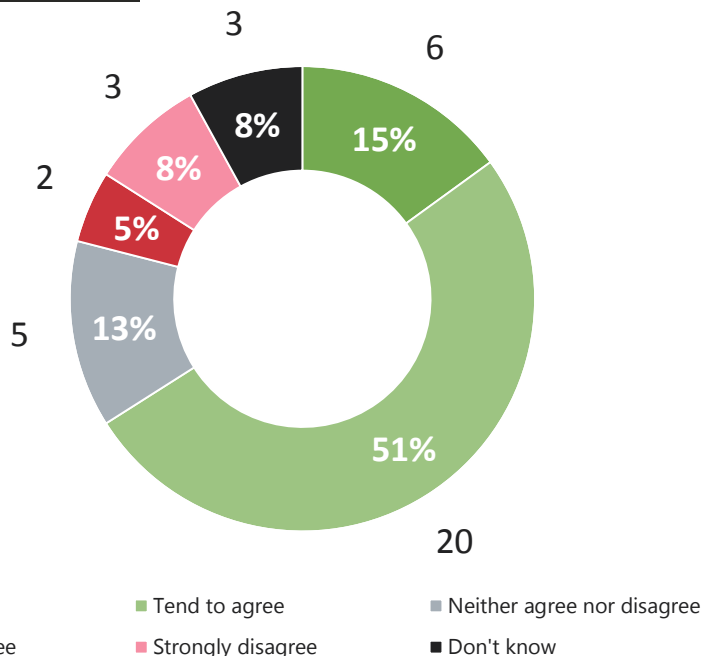
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

I have confidence in the CCG to act on feedback it receives about the quality of services

All stakeholders

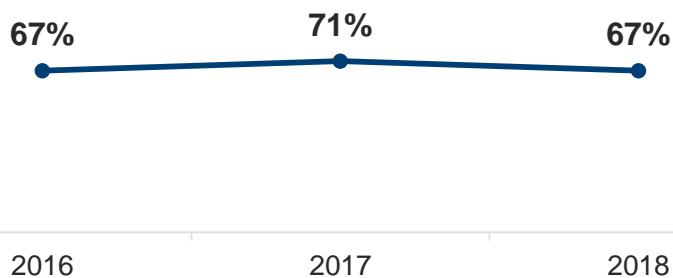


By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	54% (7)	23% (3)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	75% (6)	13% (1)
NHS providers	4	75% (3)	-
Other CCGs	8	88% (7)	-
Upper tier/unitary LA	3	33% (1)	33% (1)
Wider stakeholders	3	67% (2)	-

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



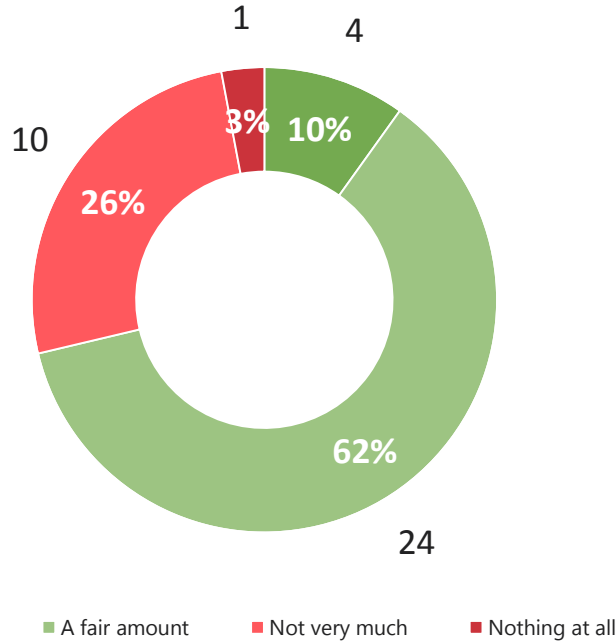
Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

How much would you say you know about the CCG's plans and priorities?

All stakeholders

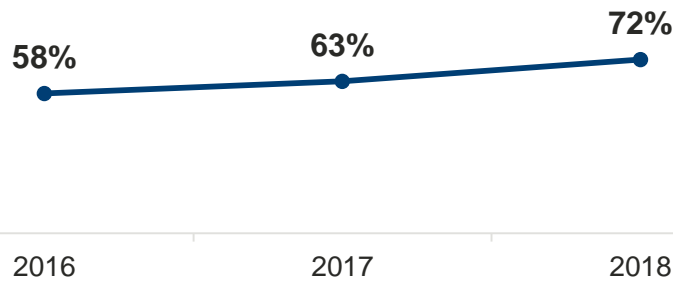


By stakeholder group

Stakeholder group	No. of respondents	A great deal/ a fair amount	Not very much/ nothing at all
GP member practices	13	85% (11)	15% (2)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	88% (7)	13% (1)
NHS providers	4	75% (3)	25% (1)
Other CCGs	8	50% (4)	50% (4)
Upper tier/unitary LA	3	33% (1)	67% (2)
Wider stakeholders	3	67% (2)	33% (1)

CCG change across time

Percentage of stakeholders saying a great deal/a fair amount



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying a great deal/a fair amount



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

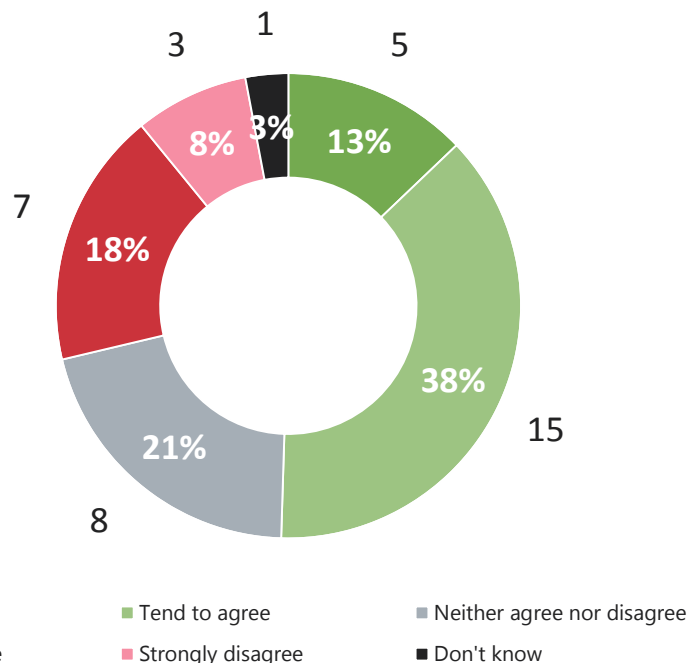
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

I have been given the opportunity to influence the CCG's plans and priorities

All stakeholders

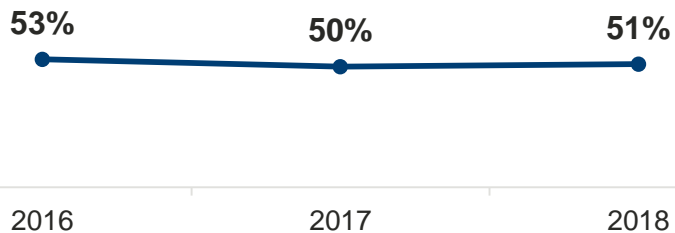


By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	54% (7)	38% (5)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	50% (4)	25% (2)
NHS providers	4	50% (2)	25% (1)
Other CCGs	8	50% (4)	13% (1)
Upper tier/unitary LA	3	33% (1)	-
Wider stakeholders	3	67% (2)	33% (1)

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

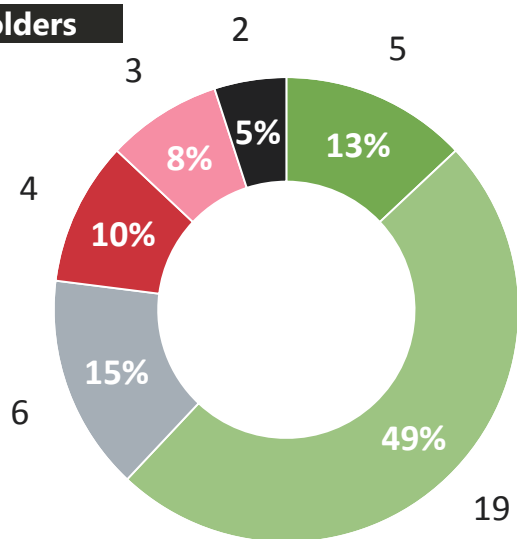
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

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)

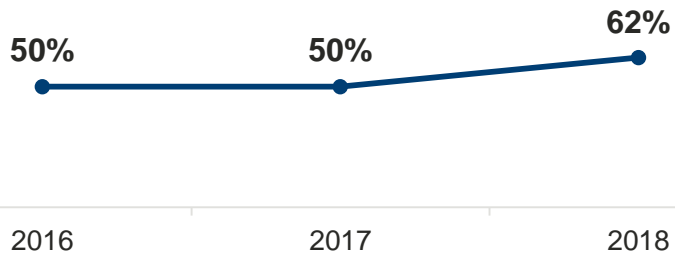
All stakeholders



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

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

By stakeholder group

Stakeholder group	No. of respondents	Strongly/ Tend to agree	Strongly/ Tend to disagree
GP member practices	13	62% (8)	31% (4)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	75% (6)	13% (1)
NHS providers	4	50% (2)	25% (1)
Other CCGs	8	63% (5)	13% (1)
Upper tier/unitary LA	3	33% (1)	-
Wider stakeholders	3	67% (2)	-

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

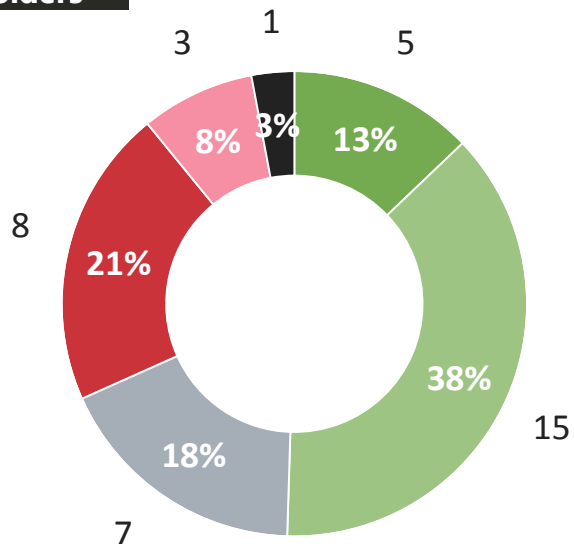
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

The CCG has effectively communicated its plans and priorities to me

All stakeholders



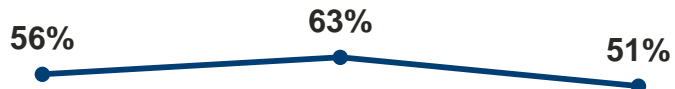
■ Strongly agree ■ Tend to agree ■ Neither agree nor disagree
■ Tend to disagree ■ Strongly disagree ■ Don't know

By stakeholder group

Stakeholder group	No. of respondents	Strongly/ Tend to agree	Strongly/ Tend to disagree
GP member practices	13	62% (8)	15% (2)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	50% (4)	38% (3)
NHS providers	4	50% (2)	25% (1)
Other CCGs	8	50% (4)	25% (2)
Upper tier/unitary LA	3	-	67% (2)
Wider stakeholders	3	67% (2)	33% (1)

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

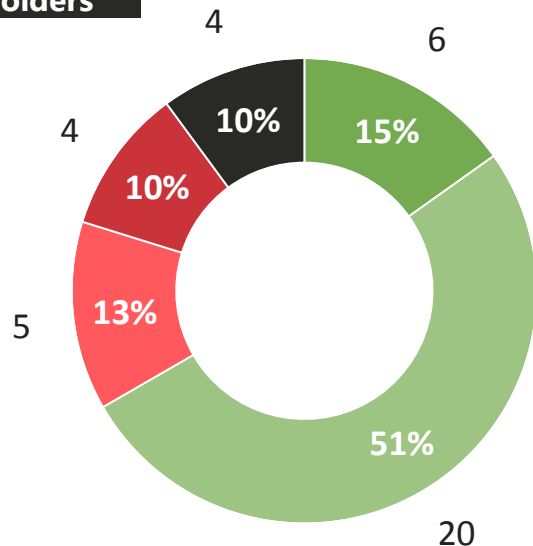
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

How effective, if at all, do you feel the CCG 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.

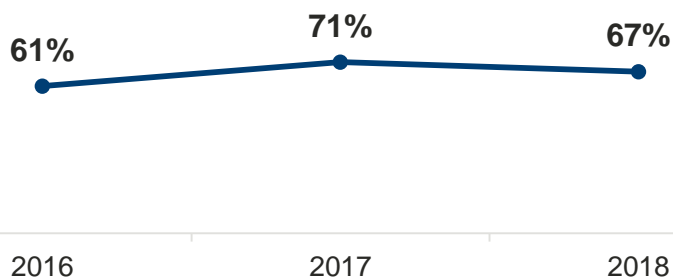
All stakeholders



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

CCG change across time

Percentage of stakeholders saying very/fairly effective



Number of respondents: 2018 (39), 2017 (38), 2016 (36)

By stakeholder group

Stakeholder group	No. of respondents	Very/fairly effective	Not very/not at all effective
GP member practices	13	54% (7)	46% (6)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	63% (5)	13% (1)
NHS providers	4	75% (3)	25% (1)
Other CCGs	8	88% (7)	-
Upper tier/unitary LA	3	67% (2)	-
Wider stakeholders	3	67% (2)	33% (1)

Regional and cluster comparisons

Percentage of stakeholders saying very/fairly effective



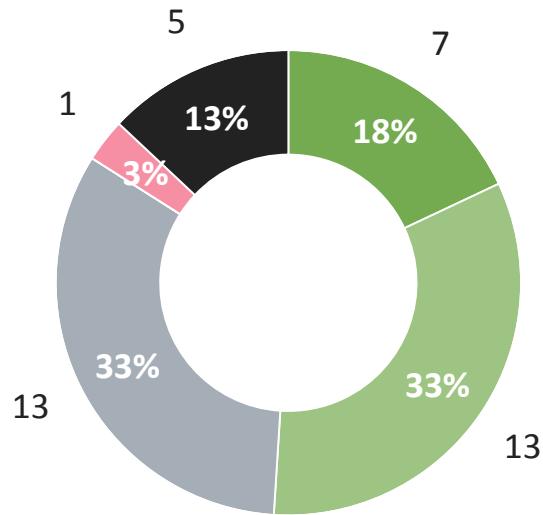
Number of respondents: CCG 2018 (39), National (7881), Cluster (680), DCO (567).

*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

How satisfied or dissatisfied are you with how the CCG 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.

All stakeholders



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

CCG change across time

Percentage of stakeholders saying very/fairly satisfied

There is no trend data available for this question, as it was asked for the first time in 2018.

By stakeholder group

Stakeholder group	No. of respondents	Very/fairly satisfied	Fairly/very dissatisfied
GP member practices	13	62% (8)	8% (1)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	63% (5)	-
NHS providers	4	25% (1)	-
Other CCGs	8	38% (3)	-
Upper tier/unitary LA	3	33% (1)	-
Wider stakeholders	3	67% (2)	-

Regional and cluster comparisons

Percentage of stakeholders saying very/fairly satisfied



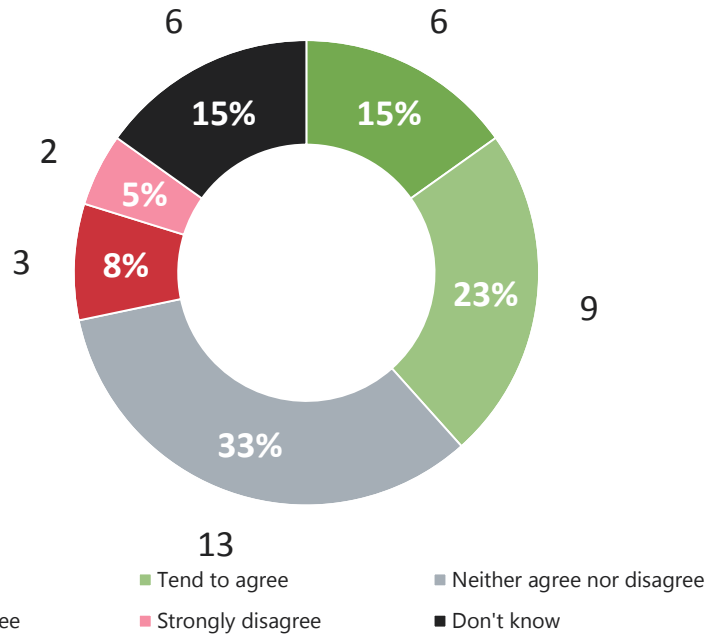
Number of respondents: CCG 2018 (39), National (7884), Cluster (680), DCO (568).

*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

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

All stakeholders



By stakeholder group

Stakeholder group	No. of respondents	Strongly/Tend to agree	Strongly/Tend to disagree
GP member practices	13	46% (6)	31% (4)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	38% (3)	13% (1)
NHS providers	4	25% (1)	-
Other CCGs	8	25% (2)	-
Upper tier/unitary LA	3	33% (1)	-
Wider stakeholders	3	67% (2)	-

CCG change across time

Percentage of stakeholders saying strongly agree/tend to agree

There is no trend data available for this question, as it was asked for the first time in 2018.

Regional and cluster comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of respondents: CCG 2018 (39), National (7884), Cluster (680), DCO (568).

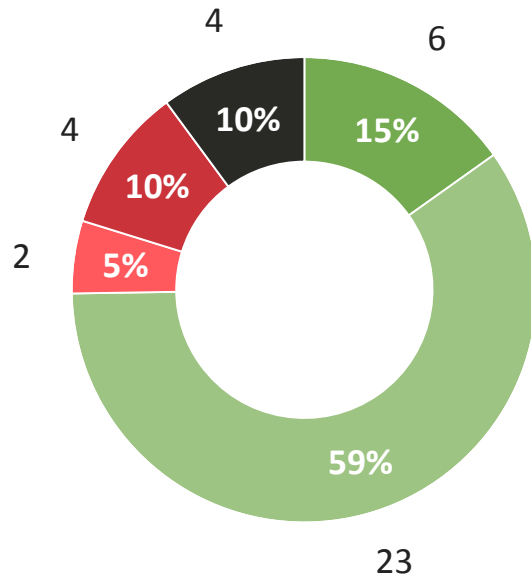
*A cluster is the group of CCGs that are most similar to the CCG based on several population characteristics.

**The DCO is the group of local CCGs that fall under the same Director of Commissioning Operations as the CCG.

To what extent do you agree or disagree with the following statement...?

How effective is the CCG at working with others to improve health outcomes?

All stakeholders



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

CCG change across time

Percentage of stakeholders saying very/fairly effective

There is no trend data available for this question, as it was asked for the first time in 2018.

By stakeholder group

Stakeholder group	No. of respondents	Very/fairly effective	Not very/at all effective
GP member practices	13	54% (7)	38% (5)
Health & wellbeing boards	0	-	-
Healthwatch and voluntary/patient groups	8	75% (6)	13% (1)
NHS providers	4	75% (3)	-
Other CCGs	8	100% (8)	-
Upper tier/unitary LA	3	100% (3)	-
Wider stakeholders	3	67% (2)	-

Regional and cluster comparisons

Percentage of stakeholders saying very/fairly effective



Number of respondents: CCG 2018 (39), National (7884), Cluster (680), DCO (568).

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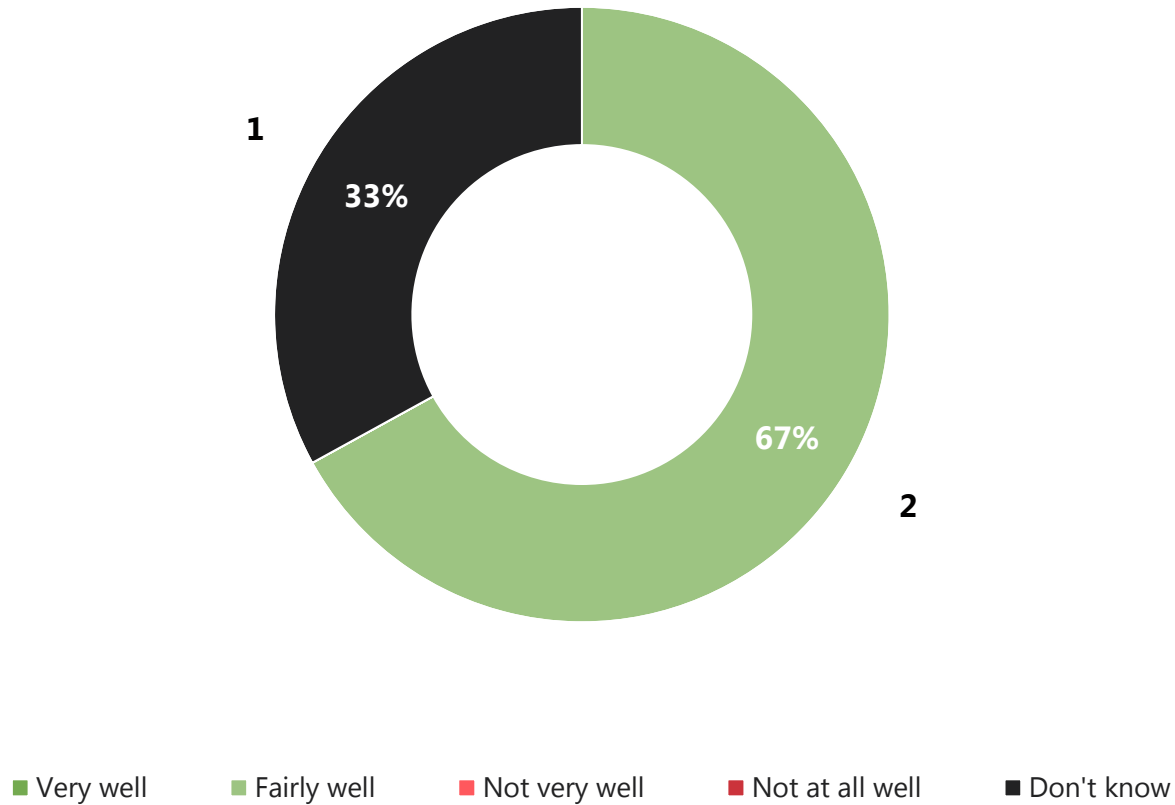
Upper tier and unitary local authorities



Ipsos MORI
Social Research Institute

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

All upper tier/unitary local authority stakeholders



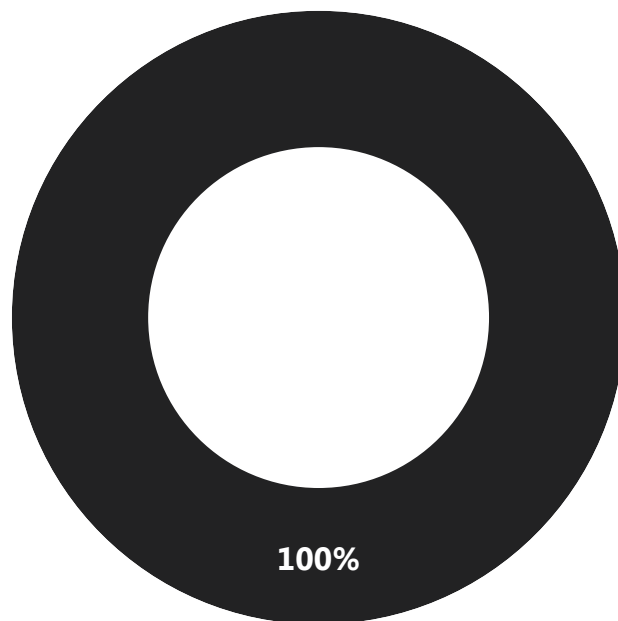
Total responses: All upper tier / unitary local authority stakeholders (3)

West Norfolk CCG

Fieldwork: 15th January - 28th February

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

All upper tier/unitary local authority stakeholders



100%

3

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

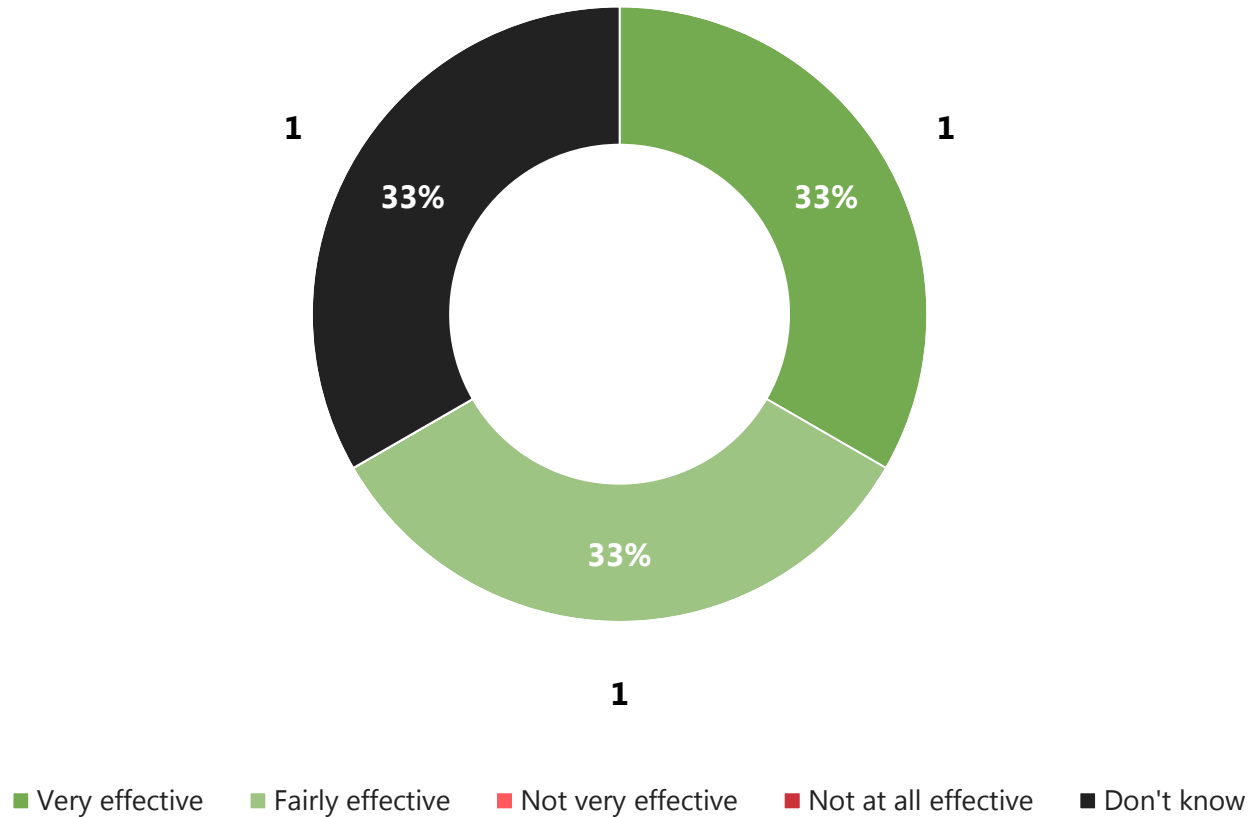
Total responses: All upper tier / unitary local authority stakeholders (3)

West Norfolk CCG

Fieldwork: 15th January - 28th February

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

All upper tier/unitary local authority stakeholders



Total responses: All upper tier / unitary local authority stakeholders (3)

West Norfolk CCG

Fieldwork: 15th January - 28th February

Healthwatch and voluntary/patient groups

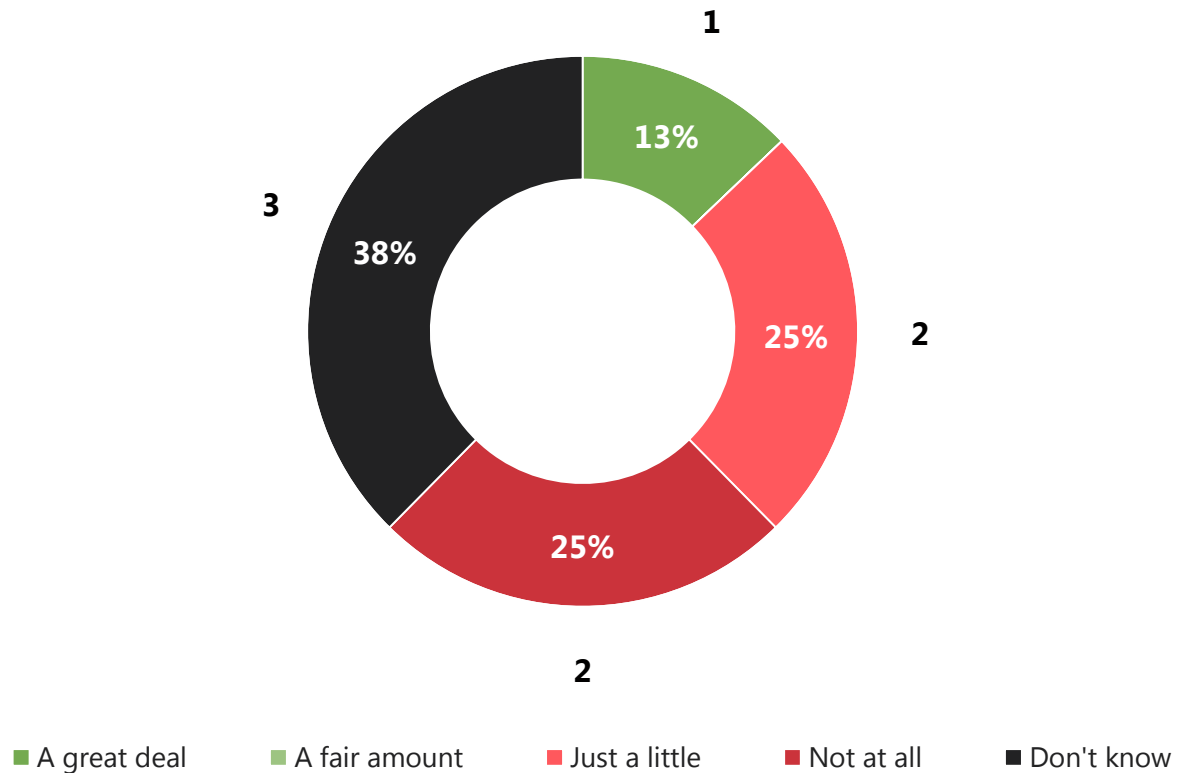


Ipsos MORI
Social Research Institute

To what extent, if at all, do you feel that the CCG 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.

All Healthwatch and voluntary/patient group stakeholders



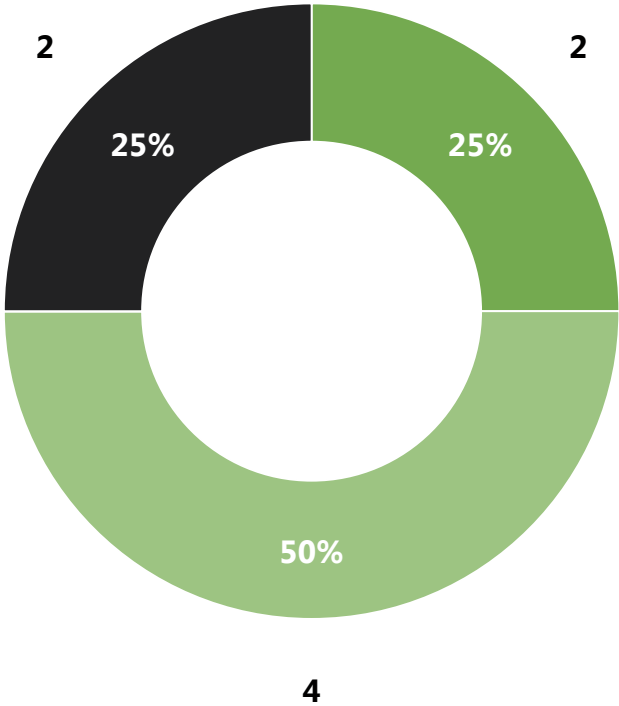
Total responses: All healthwatch and voluntary/ patient groups (8)

West Norfolk CCG

Fieldwork: 15th January - 28th February

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

All Healthwatch and voluntary/patient group stakeholders



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

Total responses: All healthwatch and patient group stakeholders (8)

West Norfolk CCG

Fieldwork: 15th January - 28th February

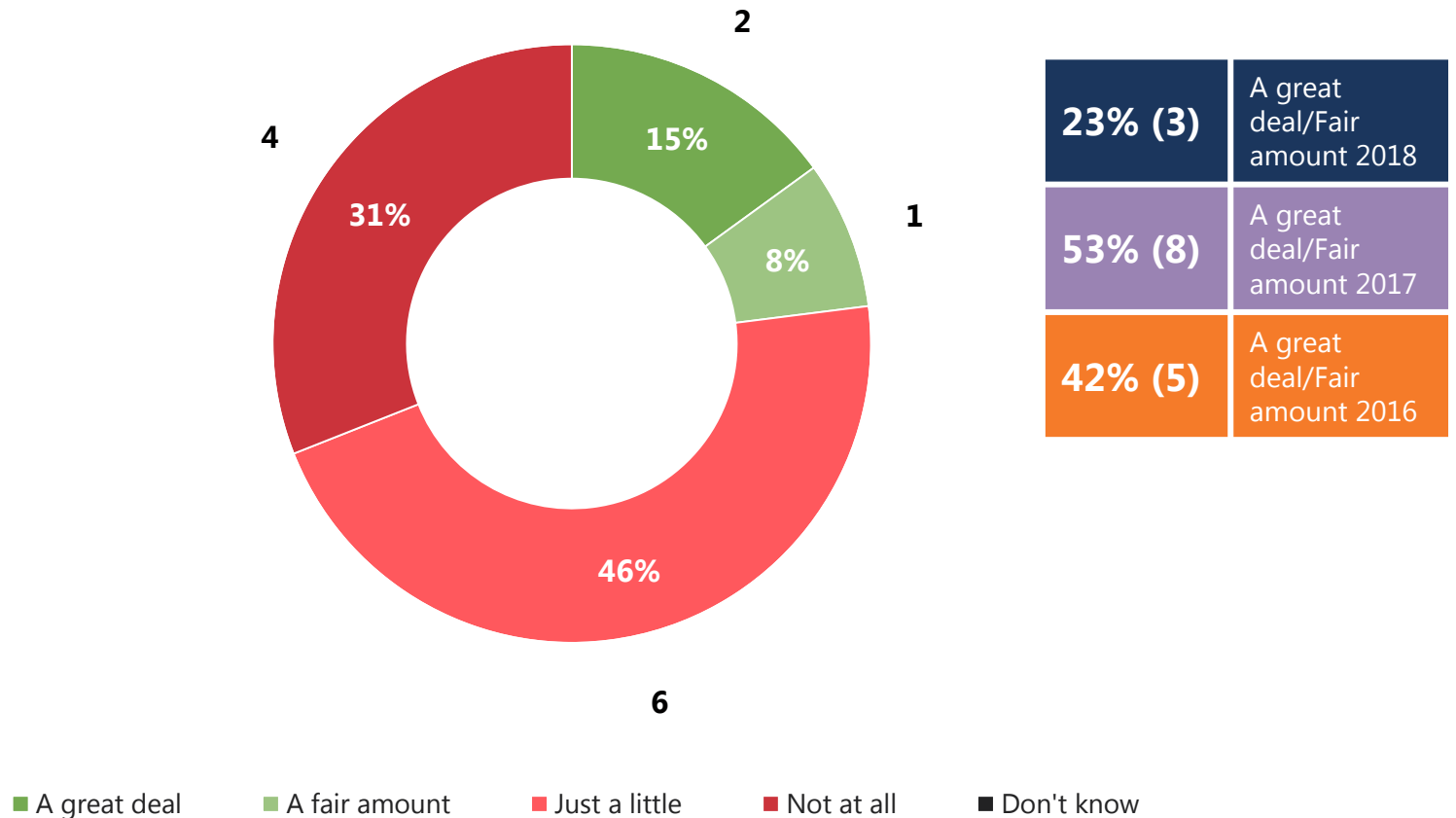
GP member practices



Ipsos MORI
Social Research Institute

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

All member practices



Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

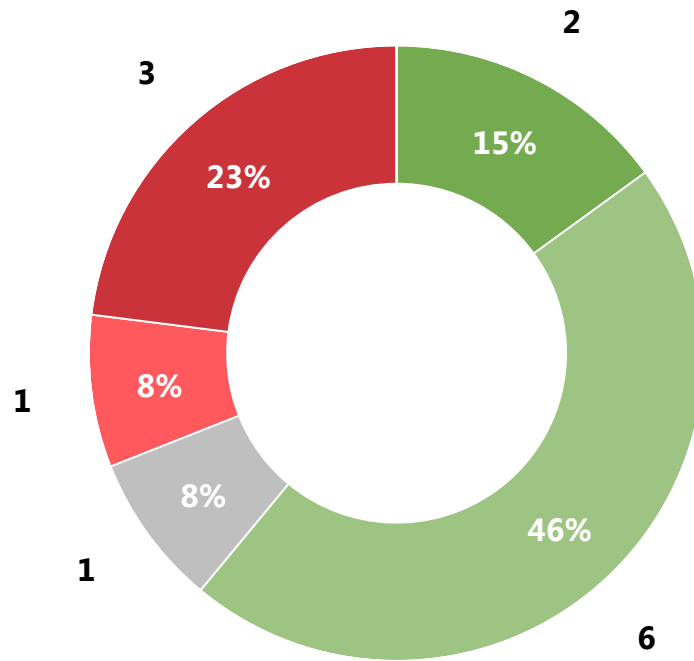
West Norfolk CCG

Fieldwork: 15th January - 28th February

To what extent do you agree or disagree with the following statements about the clinical leadership of your CCG/CCG...?

I have confidence in the clinical leadership of the CCG

All member practices



62% (8)	Strongly/Tend to agree 2018
67% (10)	Strongly/Tend to agree 2017
50% (6)	Strongly/Tend to agree 2016

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

Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

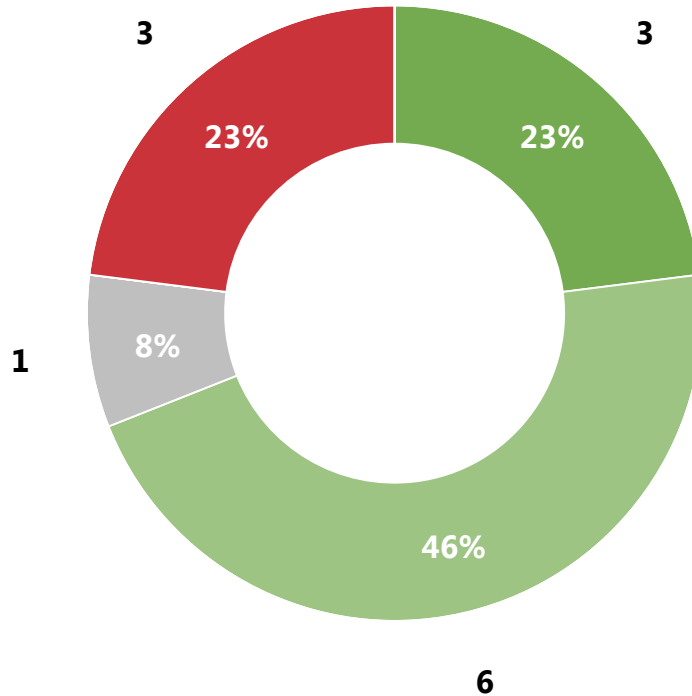
West Norfolk CCG

Fieldwork: 15th January - 28th February

To what extent do you agree or disagree with the following statements about the clinical leadership of your CCG/CCG...?

There is clear and visible clinical leadership of the CCG

All member practices



69% (9) Strongly/Tend to agree 2018

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

Total responses: All member practices (2018: 13)

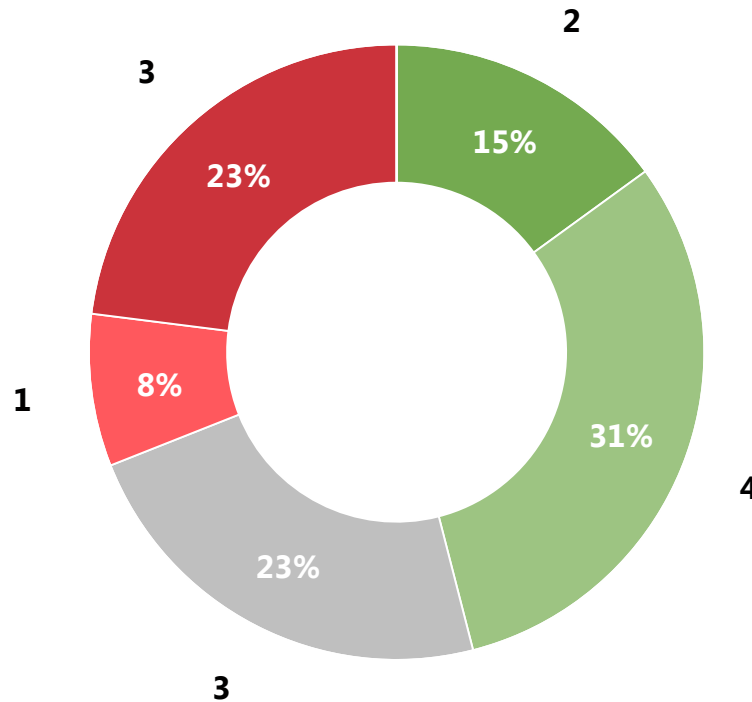
West Norfolk CCG

Fieldwork: 15th January - 28th February

To what extent do you agree or disagree with the following statements about the clinical leadership of your CCG/CCG...?

The clinical leadership of my CCG has effective influence within local partnerships (STPs/ACs/other)

All member practices



46% (6) Strongly/Tend to agree 2018

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

Total responses: All member practices (2018: 13)

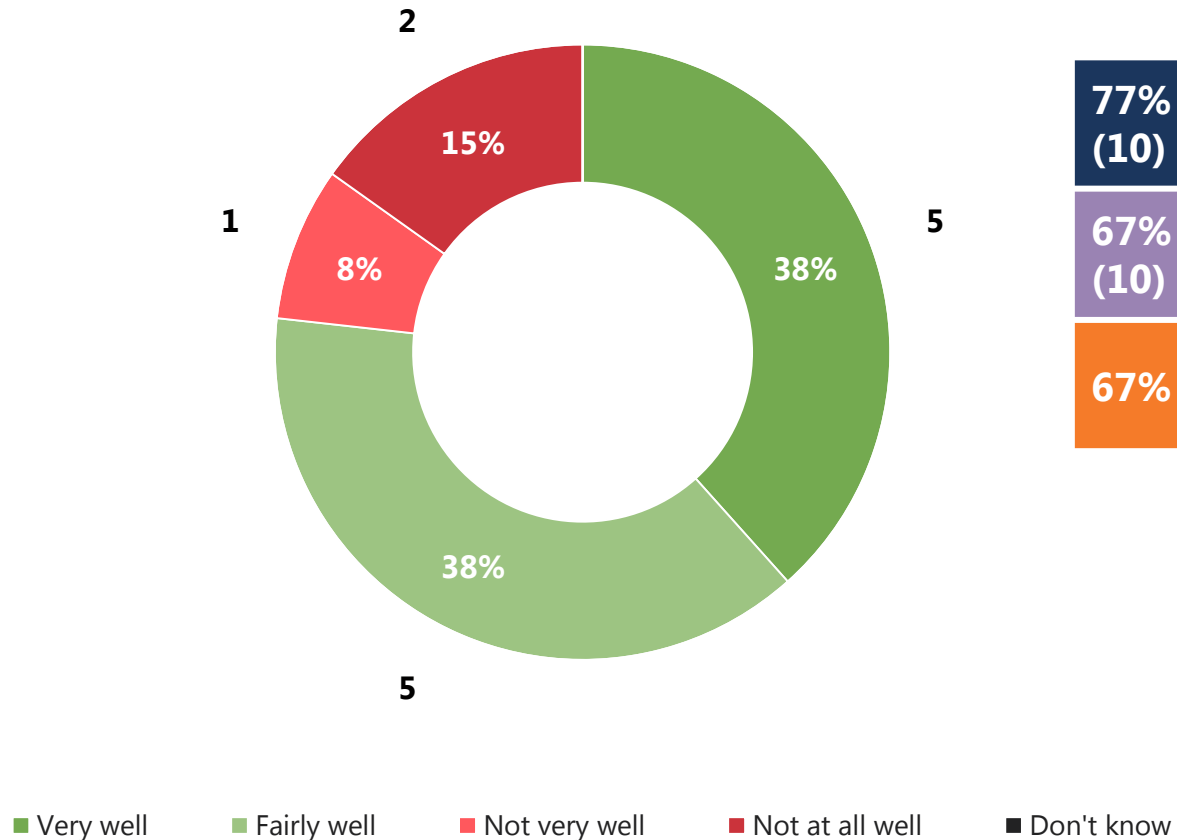
West Norfolk CCG

Fieldwork: 15th January - 28th February

How well, if at all, would you say that you understand...?

The financial implications of the CCG's plans

All member practices



77% (10)	Very/Fairly well 2018
67% (10)	Very/Fairly well 2017
67% (8)	Very/Fairly well 2016

Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

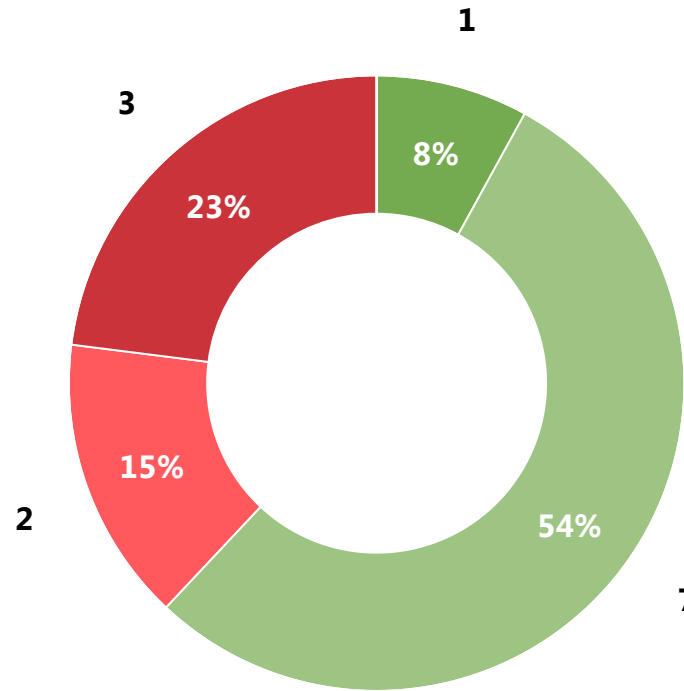
West Norfolk CCG

Fieldwork: 15th January - 28th February

How well, if at all, would you say that you understand...?

The implications of the CCG's plans for service improvement

All member practices



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

62% (8)	Very/Fairly well 2018
60% (9)	Very/Fairly well 2017
67% (8)	Very/Fairly well 2016

Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

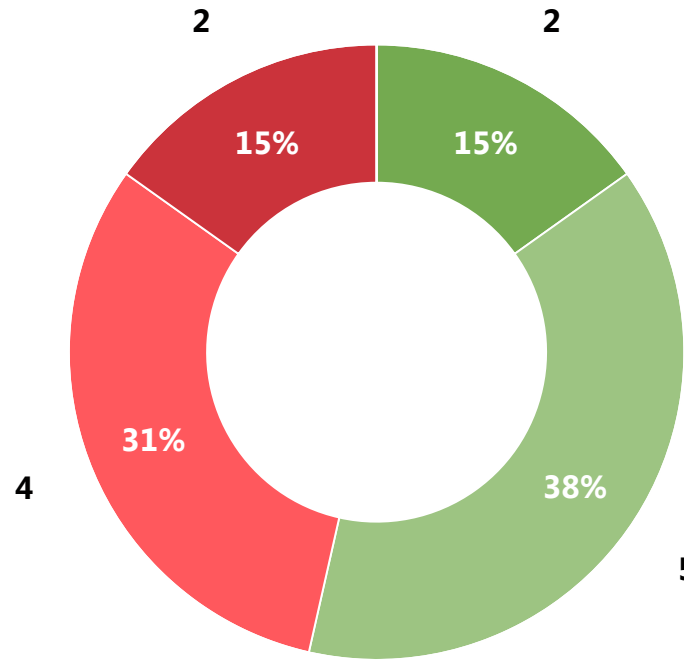
West Norfolk CCG

Fieldwork: 15th January - 28th February

How well, if at all, would you say that you understand...?

The referral and activity implications of the CCG's plans

All member practices



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

54% (7)	Very/Fairly well 2018
60% (9)	Very/Fairly well 2017
58% (7)	Very/Fairly well 2016

Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

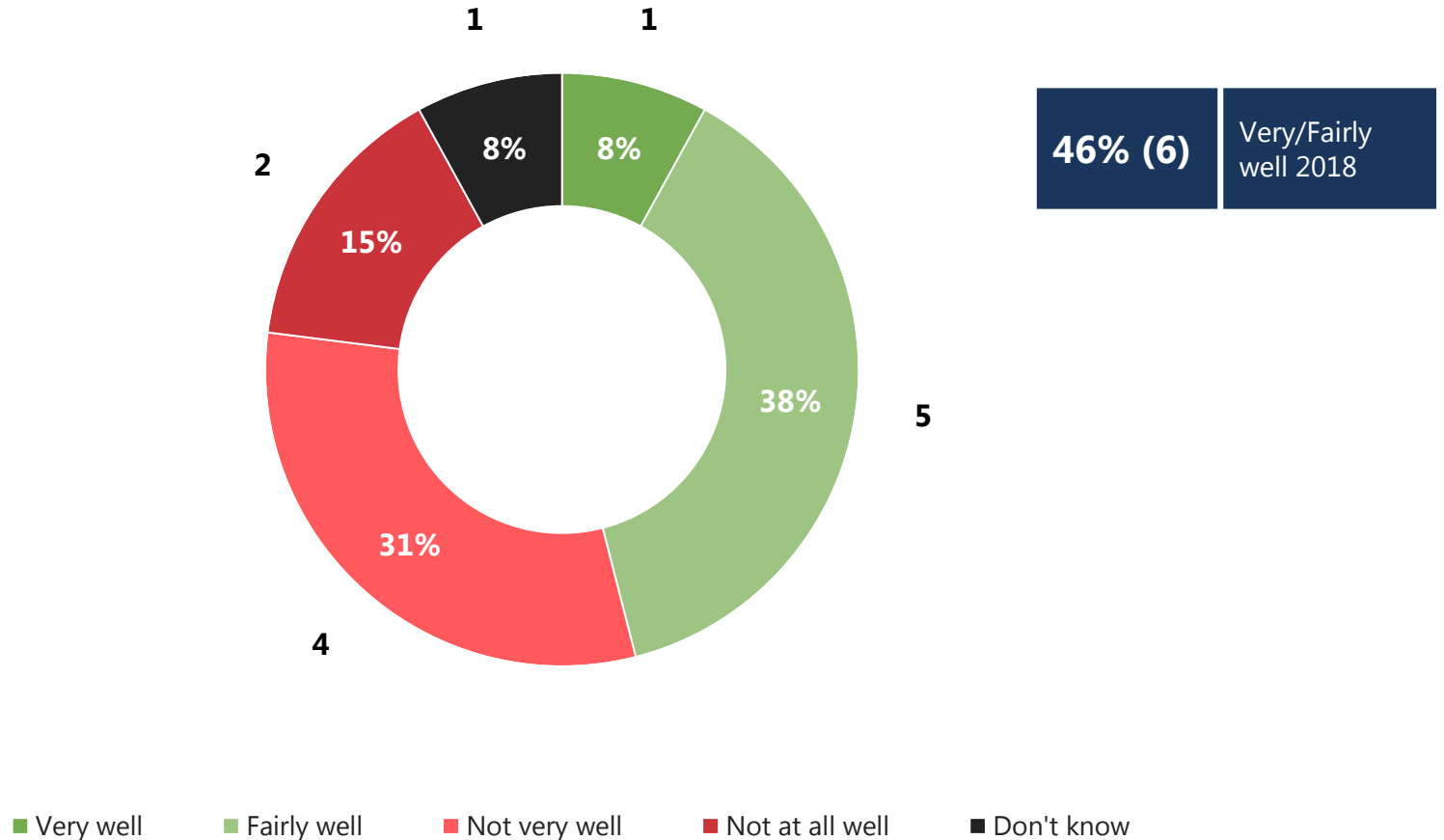
West Norfolk CCG

Fieldwork: 15th January - 28th February

How well, if at all, would you say that you understand...?

The CCG's plans to improve the health of the local population and reduce health inequalities

All member practices



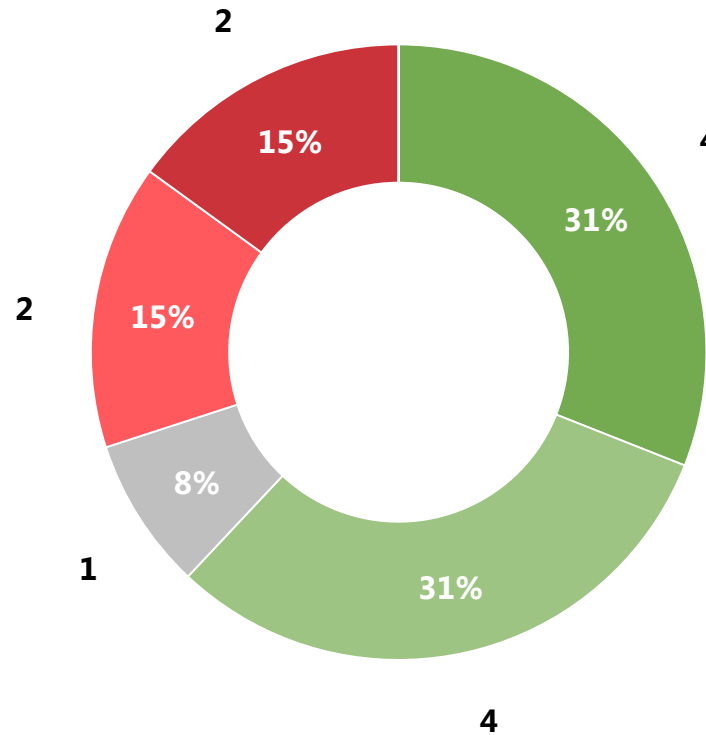
Total responses: All member practices (2018: 13)

West Norfolk CCG

Fieldwork: 15th January - 28th February

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

All member practices



62% (8)	Strongly/Tend to agree 2018
80% (12)	Strongly/Tend to agree 2017
75% (9)	Strongly/Tend to agree 2016

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

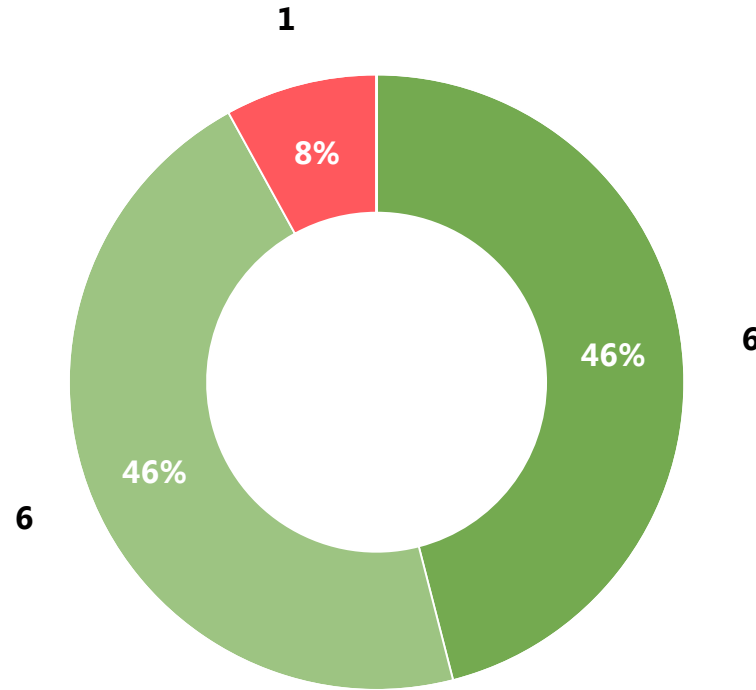
Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

West Norfolk CCG

Fieldwork: 15th January - 28th February

How familiar are you, if at all, with the financial position of the CCG?

All member practices



92% (12)	Very/Fairly familiar 2018
73% (11)	Very/Fairly familiar 2017
75% (9)	Very/Fairly familiar 2016

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

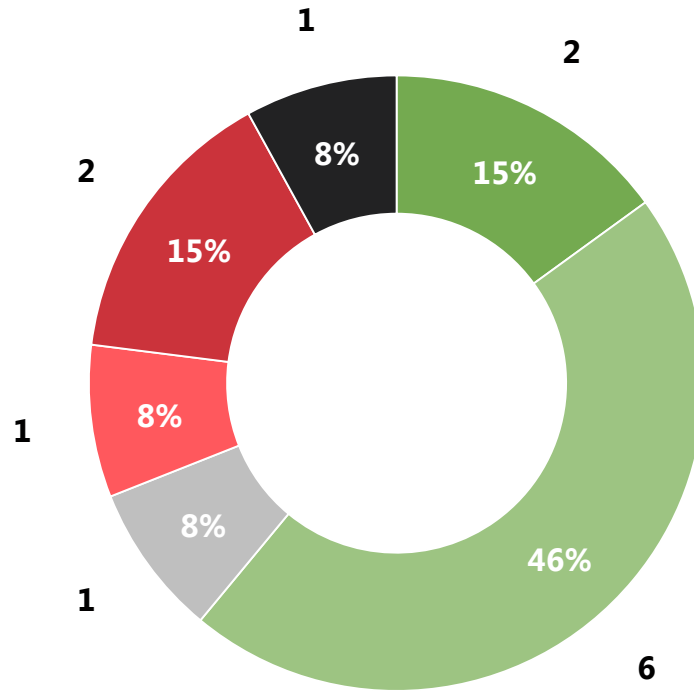
Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

West Norfolk CCG

Fieldwork: 15th January - 28th February

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

All member practices



62% (8)	Strongly/Tend to agree 2018
73% (11)	Strongly/Tend to agree 2017
58% (7)	Strongly/Tend to agree 2016

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

Total responses: All member practices (2018: 13; 2017: 15; 2016: 12)

West Norfolk CCG

Fieldwork: 15th January - 28th February

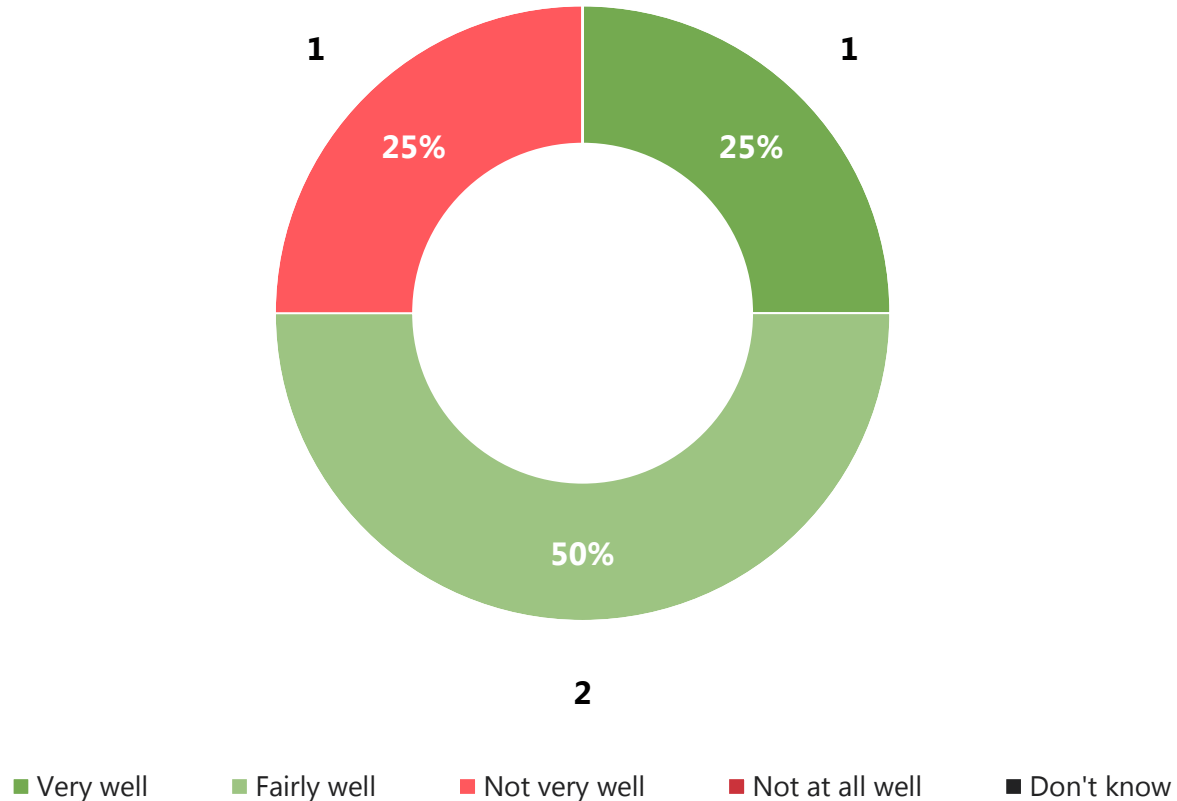
NHS Providers



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

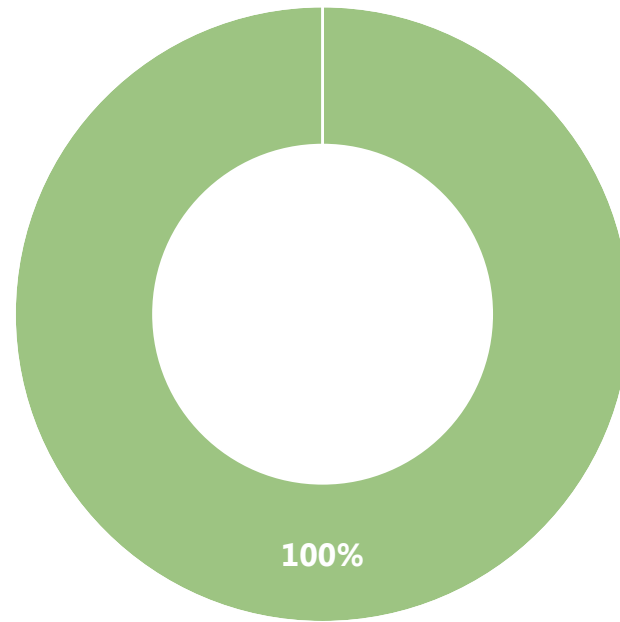
All NHS providers



Total responses: All NHS providers (4)
West Norfolk CCG
Fieldwork: 15th January - 28th February

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

All NHS providers



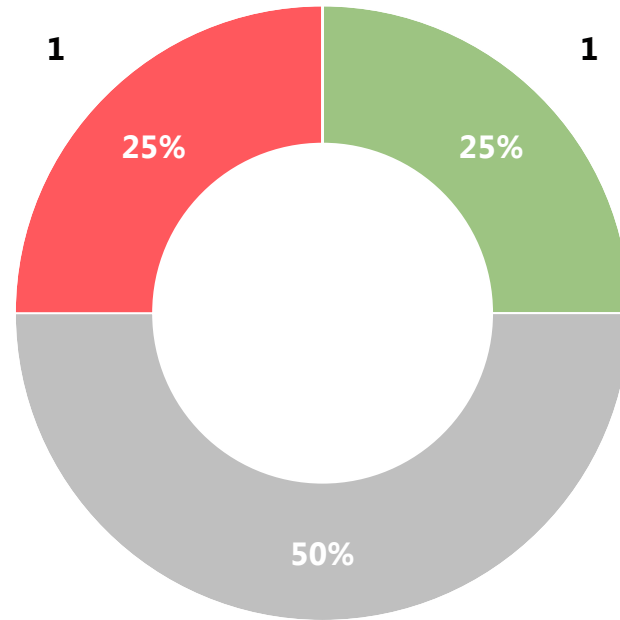
4

■ Too much ■ About right ■ Too little ■ Don't know

Total responses: All NHS providers (4)
West Norfolk CCG
Fieldwork: 15th January - 28th February

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

All NHS providers



- Strongly agree
- Neither agree nor disagree
- Strongly disagree

- Tend to agree
- Tend to disagree
- Don't know

There has never been an issue with the quality of services

Total responses: All NHS providers (4)

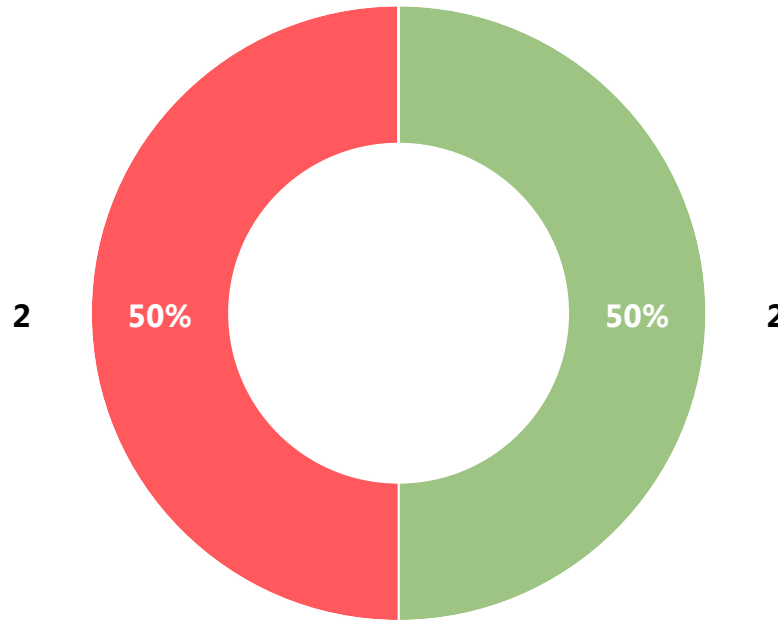
West Norfolk CCG

Fieldwork: 15th January - 28th February

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

Quality

All NHS providers



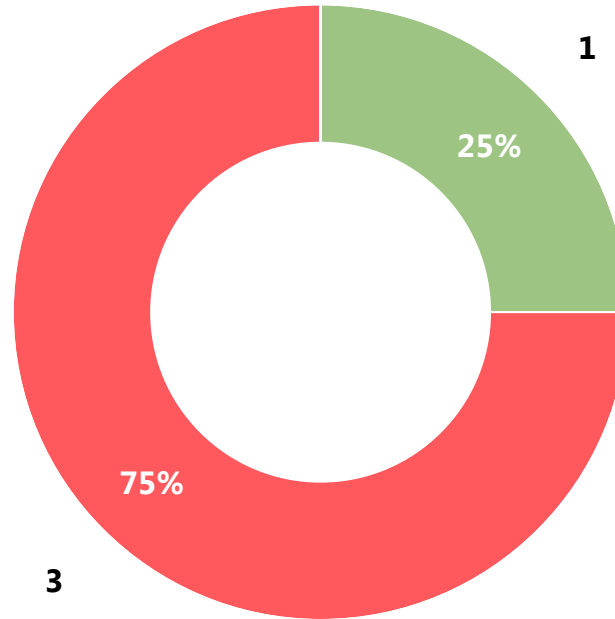
Very involved Fairly involved Not very involved Not at all involved Don't know

Total responses: All NHS providers (4)
West Norfolk CCG
Fieldwork: 15th January - 28th February

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

Service redesign

All NHS providers

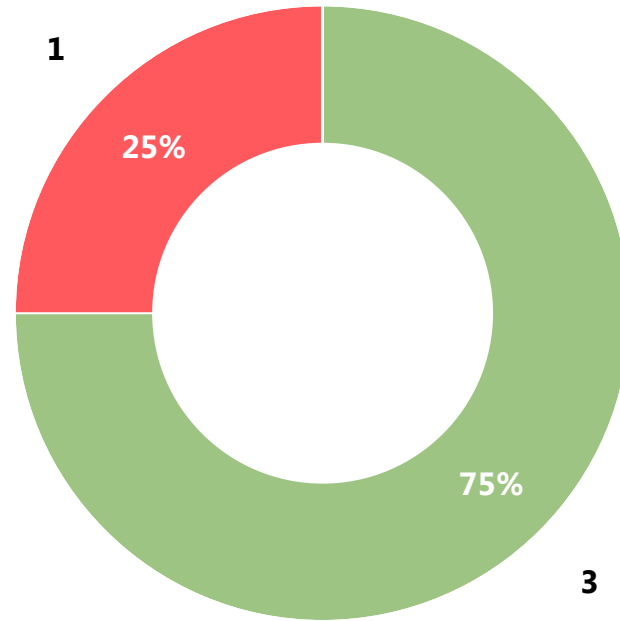


Very involved Fairly involved Not very involved Not at all involved Don't know

Total responses: All NHS providers (4)
West Norfolk CCG
Fieldwork: 15th January - 28th February

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

All NHS providers



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

Total responses: All NHS providers (4)
West Norfolk CCG
Fieldwork: 15th January - 28th February

Appendix



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CCG clusters

Each CCG is compared to a cluster of the other CCGs to which they are most similar. The clusters are based on the following variables:

- Index of Multiple Deprivation averages (overall and health domain)
- Age of population
- Ethnicity
- Population registered with practices
- Population density
- Ratio of registered population to overall population

Based on these variables, the following CCGs form the CCG cluster for West Norfolk CCG

Great Yarmouth and Waveney CCG	Scarborough and Ryedale CCG
Shropshire CCG	Hastings and Rother CCG
Isle of Wight CCG	Cumbria CCG
West Suffolk CCG	Herefordshire CCG
South Lincolnshire CCG	South Norfolk CCG
Lincolnshire East CCG	Northumberland CCG
Hambleton, Richmondshire and Whitby CCG	East Riding of Yorkshire CCG
Bassetlaw CCG	Newark and Sherwood CCG
South West Lincolnshire CCG	Airedale, Wharfedale and Craven CCG
North Norfolk CCG	South Worcestershire CCG

West Norfolk CCG

Fieldwork: 15th January - 28th February

For more information

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