

Subject:	360° Stakeholder Survey
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Presented by:	John Webster, Director of Strategic Commissioning, the NHS Clinical Commissioning Groups for Norfolk and Waveney
Submitted to:	NHS West Norfolk Governing Body, 1 August 2019
Purpose of Paper:	For Approval

Executive summary

The 360° Stakeholder Survey is conducted annually by Ipsos MORI to gather feedback from stakeholders on their relationships with the CCG.

In 2019 a processing error occurred when the CCG's report was being compiled by Ipsos Mori. This has resulted in the CCG's report for this year being invalid and as such will not be published.

Alongside the main survey, participants are asked to comment on various aspects of their relationship with the CCG. These comments are anonymous and come with the caveat that they should be treated in confidence and with caution as they may relate to matters outside the CCG's control and may not be constructive in isolation of the report. Nonetheless, the comments provide valuable feedback that highlight areas of concern, and where further action is required.

Key concerns include:

- Reduced engagement with commissioning and contracting teams
- Concerns around the local mental health service
- A need for greater understanding of issues affecting Primary Care
- A need for more feedback
- A need for greater focus on health inequalities

Alongside the negative comments, there are also a number of positive statements which should be noted. A draft Action Plan to address the key concerns has been prepared and is attached for comment or approval.

CCGs were informed in July 2019 that given the significant changes in the commissioning landscape and development of integrated care systems, and following the success of an alternative approach to meet NHS England's legal duty to consult with Health and Wellbeing Boards, it has been decided not to re-commission the survey in 2019/20. There will not be another survey in 2019/20.

KEY RISKS (in relation to CCG strategic objectives and statutory duties)

Clinical & Quality: Feedback from stakeholders can help to support the quality of clinical services locally.

Finance and Performance: Effective performance can help improve the organisation's finances and improve quality for patients

Reputation: Poor performance reflects on the CCG's reputation

Legal: The CCG has a legal duty to engage with public and patients

Patient focus: Improved service results in a better experience for patients

Information Governance: N/A
Conflicts of Interest: N/A
Equality Impact Assessment: N/A
Reference to relevant risk on the Governing Body Assurance Framework: None
RECOMMENDATION: The Governing Body is asked to note the contents of the report and approve the associated action plan.

ACTION PLAN

360° Stakeholder Survey 2018/19

Objective	Actions	Date
Improve relationship with commissioned services	We will work in a more collaborative way with our neighbouring CCGs and health partners through the Norfolk and Waveney Sustainability and Transformation Partnership (STP). The benefits of this will include less duplication of services, better communication, better understanding of partners' pressures, better planning, reduced health inequalities, and supporting partners to understand commissioning pathways	September 2019
	We will ensure that all enquiries and concerns are dealt with in a timely fashion	June 2019
	We will log all engagement with the Communications and Engagement (C&E) team – C&E team to provide template	July 2019
	We will ensure that appropriate dialogue with providers takes place before commissioning decisions are made	July 2019
Improve lines of communication with Primary and Secondary Care	We will look at the process for communicating with Primary Care colleagues, seeking their views on the best approach to enable an effective system for two-way exchange	September 2019
	We will review how we communicate with Secondary Care to ensure there is an efficient process for exchanging information	September 2019
Develop a collaborative relationship with Primary Care	We will maintain/increase the frequency of face-to-face meetings	Ongoing
	We will be launching a new series of Protected Learning Time sessions which will be available for all primary care staff (replacing the GP Members' Forum)	September 2019
	We will ensure that meeting dates are supplied in sufficient time to facilitate attendance	July 2019
	We will work with West Norfolk Health to promote better collaboration and sharing of information between the CCG and primary care	July 2019
Objective	Actions	Date
Improve communications relating to serious incident reporting	We will review the process for serious incident reporting to ensure information is communicated in a timely manner	August 2019

Work Together with the mental health services to facilitate improvements to the service	We will monitor local mental health provision to ensure services are equitable, reliable and available to everyone who needs them	September 2019
Ensure that local decisions align with both STP intentions and national guidance	We will work more closely with wider colleagues to ensure there is a collaborative and mutually-supportive approach	Ongoing
	Through the Joint Strategic Commissioning Committee we will work collectively with Norfolk and Waveney CCGs to align decisions with national guidance	Ongoing
Work collaboratively with key non-health partners and third sector	We will involve key non-health partners through their attendance at the Local Delivery Group – Terms of Reference were reviewed in April to extend membership	Ongoing
	We will work collaboratively with the third sector to help reduce health inequalities in the community	September 2019
Improve engagement with patients and public to ensure the local voice is recognised in system-wide decisions	We will hold regular public engagement events at which key commissioning intentions will be discussed and people will have the opportunity to help shape future services	October 2019
	We will be pro-active in promoting engagement opportunities to all age groups and to ensuring accessible venues and timings to suit as many people as possible	Ongoing
	We will establish a closer working relationship with our local Patient Participation Groups (PPGs)	September 2019
	We are currently reviewing membership of Community Engagement Forum to increase representation from a wider range of local groups	July 2019
	We will undertake further work to ensure the voice of vulnerable and seldom heard groups is not overlooked when shaping local health services	April 2020
Support greater integration of health and social care	We will work with our neighbouring CCGs and the Norfolk and Waveney STP to facilitate closer working/shared budgets between health and social care	Ongoing