



GOVERNING BODY

Agenda Item No.	18
Reference No.	IESCCG 19-35
Date.	21 May 2019

Title	CCG Stakeholder Survey 2018/19	
Lead Chief Officer	Ed Garratt, Accountable Officer	
Author(s)	Amanda Lyes, Chief Corporate Services Officer	
Purpose	To present the CCG Stakeholder Survey 2018/19	
Applicable CCG Clinical Priorities:		
1.	To promote self care	
2.	To ensure high quality local services where possible	
3.	To improve the health of those most in need	
4.	To improve health & educational attainment for children and young people	
5.	To improve access to mental health services	
6.	To improve outcomes for patients with diabetes to above national averages	
7.	To improve care for frail elderly individuals	
8.	To allow patients to die with dignity and compassion and to choose their place of death where appropriate	
9.	To ensure that the CCG operates within agreed budgets	
Action required by Governing Body:		
To note the report.		

Findings for CCGs in Suffolk and North East Essex ICS CCG 360° Stakeholder Survey 2018-19



Ipsos MORI
Social Research Institute

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Summary

The following charts show the summary findings for the following CCGs (Ipswich and East Suffolk CCG, North East Essex CCG, West Suffolk CCG) in Suffolk and North East Essex ICS, indicating the percentage of stakeholders responding positively to the key survey questions.

Please note that sampling occurred at CCG level, thus the question wording relates to individual CCGs. The results presented here for Suffolk and North East Essex ICS are an average of the results for all the individual CCGs within the ICS. As this analysis has been done for the first time this year, no trends are available at ICS level.

Overall Engagement

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



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)?



Leadership and partnership working in the local health and care system

To what extent do you agree or disagree with EACH of the following statements:

% strongly agree/tend to agree

The CCG considers the benefits to the whole health and care system when taking a decision.



The CCG actively avoids passing on problems to another system partner.



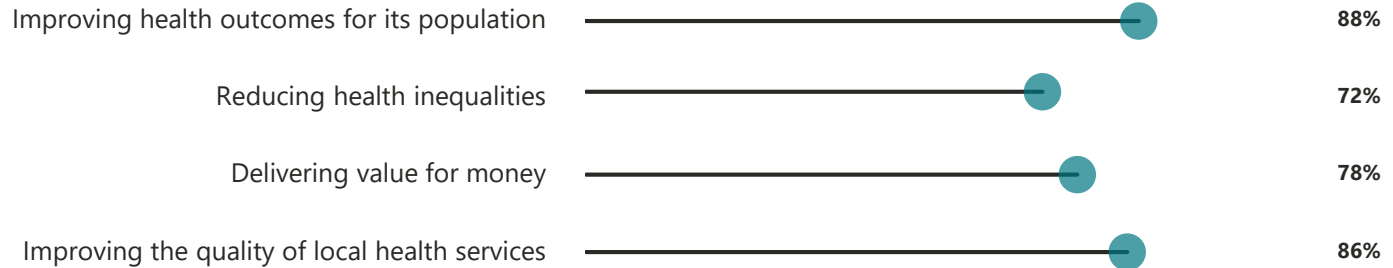
The CCG works collaboratively with other system partners on the vision to improve the future health of the population across the whole system.



Core functions

How would you rate the effectiveness of the CCG at doing EACH of the following:

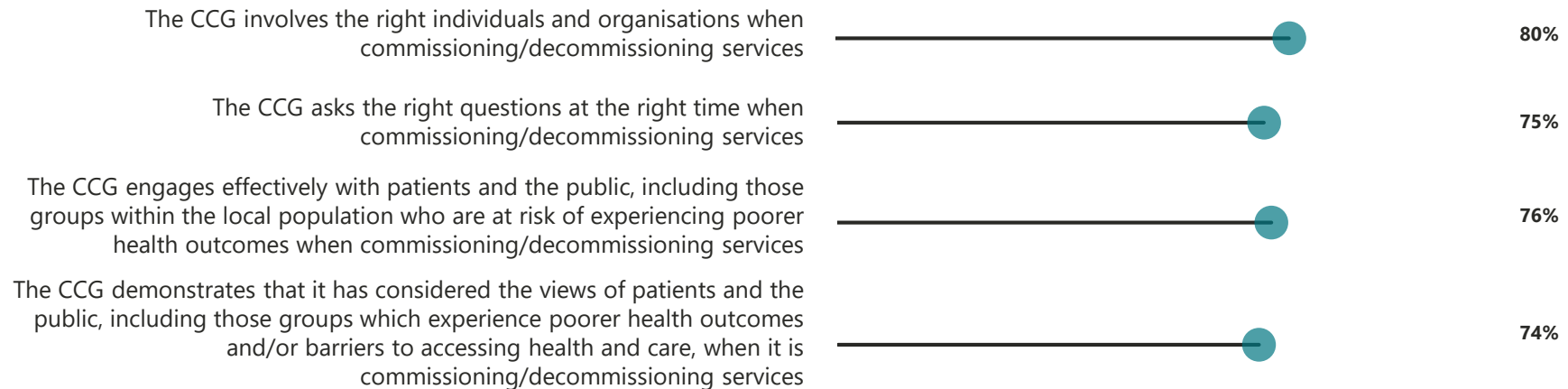
% very effective/fairly effective



Commissioning/decommissioning services

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

% strongly agree/tend to agree



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, which has been conducted since 2013/14, enables stakeholders to provide feedback about their CCGs. The results of the survey serve two purposes:

1. Provide CCGs with insight into key areas for improvements in their relationships with stakeholders and provide information on how stakeholders' views have changed over time.
2. Contribute towards NHS England's statutory responsibility to conduct an annual assessment of each CCG, through the CCG Improvement and Assessment Framework.

Due to changes within the health system and the way in which services are being commissioned, this year, individual CCG results are being combined at an ICS level. This allows ICSs to determine where there is variation between CCGs within the ICS, and to look at areas that may be a priority across the ICS footprint.

Interpreting the numerical data

- 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.
- Please note that sampling occurred at CCG level, thus question wording relates to individual CCGs, and the results for Suffolk and North East Essex ICS are an average of the results for the individual CCGs in the ICS.
- 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.
- There have been significant changes to the survey this year, such as the removal, rewording and reordering of several questions (including the answer codes). Additionally, the online format of the survey has changed this year and the ability for stakeholders to answer the questionnaire on behalf of multiple CCGs at the same time is a new feature, introduced to make participation easier and less time-consuming. These changes mean that we are unable to report on trend data. Please see slides 39 and 40 for more information on the methodology.

Using the numerical data

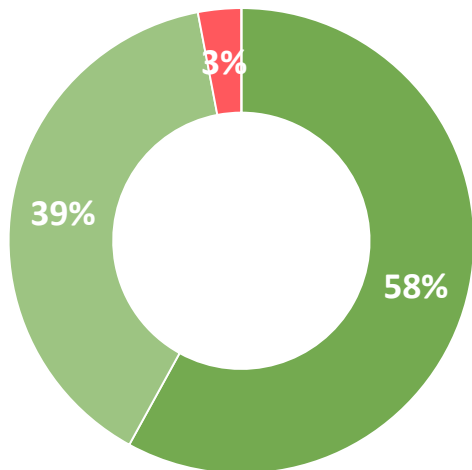
- The following slides show the results for each question, with a breakdown also shown for each of the core stakeholder groups where relevant, as well as regional comparisons.
- There are also charts to show the data for each individual CCG within an ICS, so that comparisons can be made. For each open-ended question in the survey, there is also a chart to show the top ten coded themes from the verbatim comments.
- 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 CCG stakeholder lists.
- Any differences are not necessarily statistically significant differences; a higher score for one CCG compared to another does not always equate to 'better' performance.
- The comparisons offer a starting point to inform wider discussions about the relationships of ICS's constituent CCGs with stakeholders. For example, they may indicate areas in which stakeholders think some CCGs are performing less well than others, for the ICS to discuss to identify what improvements can be made in this area, if any.

Interpreting and using the themes from the verbatim comments

- This year, for the first time, the verbatim comments provided by stakeholders were coded, allowing for general themes to be identified across all of the CCGs within the ICS.
- Each and every verbatim comment was reviewed and grouped together by common themes to create a “codeframe”.
- Where possible, the codes within the codeframe use the language of stakeholders providing feedback, in order to accurately reflect their views. This means that the wording of some codes is very detailed while that of others is more general.
- The themes show the main areas across all of the CCGs within the ICS where it may be helpful for the constituent CCGs to focus their stakeholder work. For more detail, it will be important for each CCG to examine the actual comments which have already been reported to them directly (these are not published); these comments will show the specific areas of good practice or areas for improvement for individual CCGs as identified by their stakeholders.

Q1. Overall, how would you rate the effectiveness of your working relationship with the CCG? (Average across all CCGs in the ICS)

All stakeholders



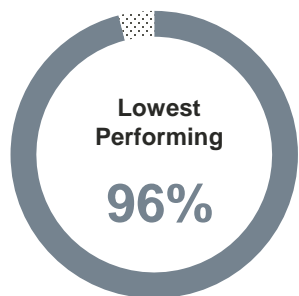
■ Very good ■ Fairly good ■ Fairly poor ■ Very poor

By stakeholder group

Stakeholder group	No. of participants	Very good/ Fairly good	Fairly poor/ Very poor
GP member practices	84	98%	2%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	96%	4%
NHS providers	13	93%	7%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	100%	0%
Wider stakeholders	9	100%	0%

CCG range in ICS

Percentage of stakeholders saying very good/fairly good



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying very good/fairly good

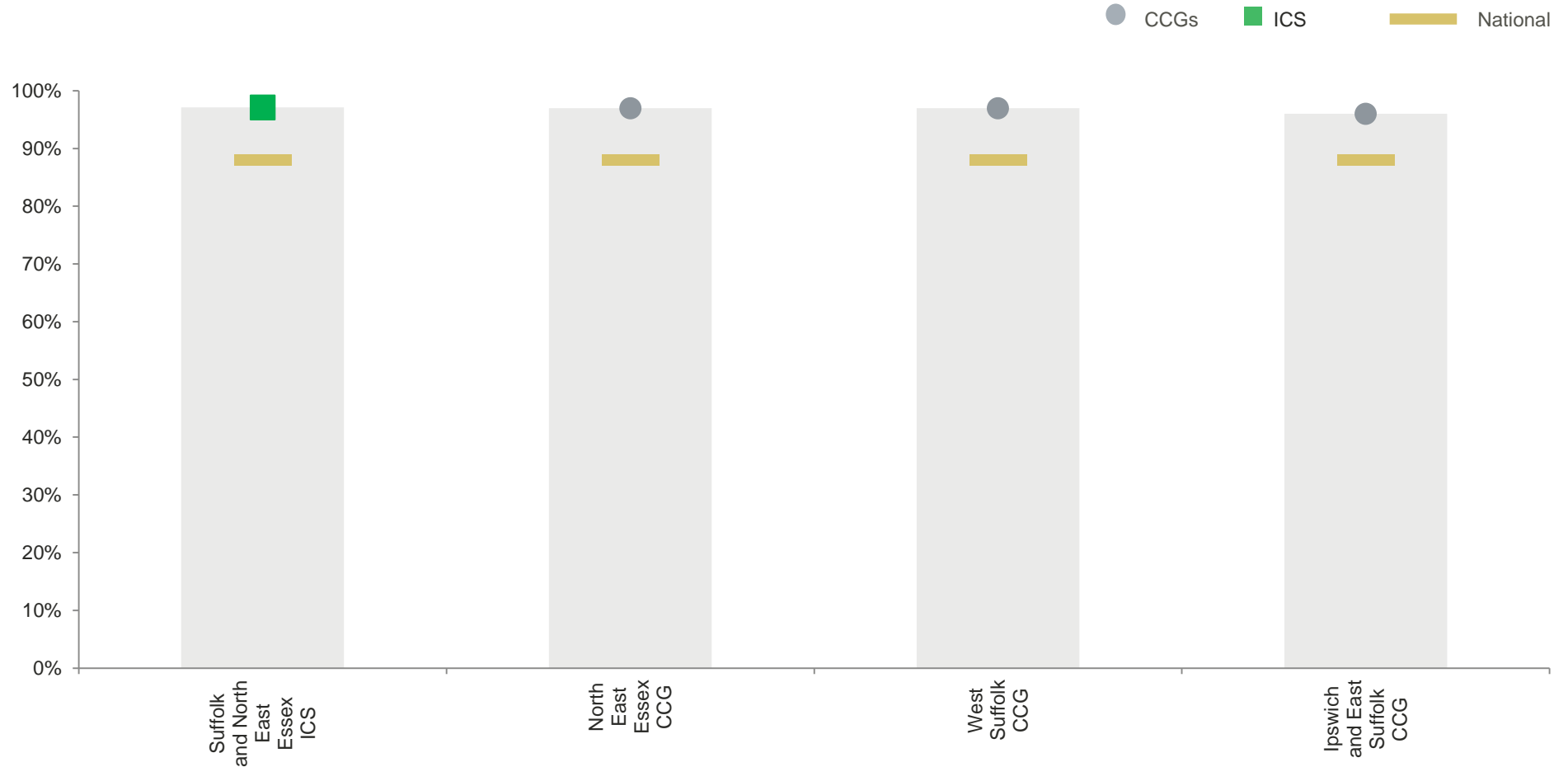


Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

Q1. Overall, how would you rate the effectiveness of your working relationship with the CCG? (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying very good/fairly good



Base = all stakeholders 134

Q2. Please provide further comments, including identifying existing good practice and making suggestions for how, if necessary, your working relationship with the CCG could be improved. (Average across all CCGs in the ICS)

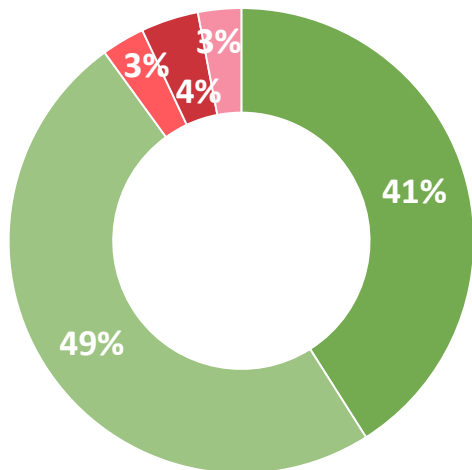
This chart shows the top ten coded verbatim comments from this open-ended question.



Number of participants: 113

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)? (Average across all CCGs in the ICS)

All stakeholders



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

By stakeholder group

Stakeholder group	No. of participants	Very effective/Fairly effective	Not very effective/Not at all effective
GP member practices	84	87%	9%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	100%	0%
NHS providers	13	85%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	100%	0%
Wider stakeholders	9	100%	0%

CCG range in ICS

Percentage of stakeholders saying very effective/fairly effective



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying very effective/fairly effective

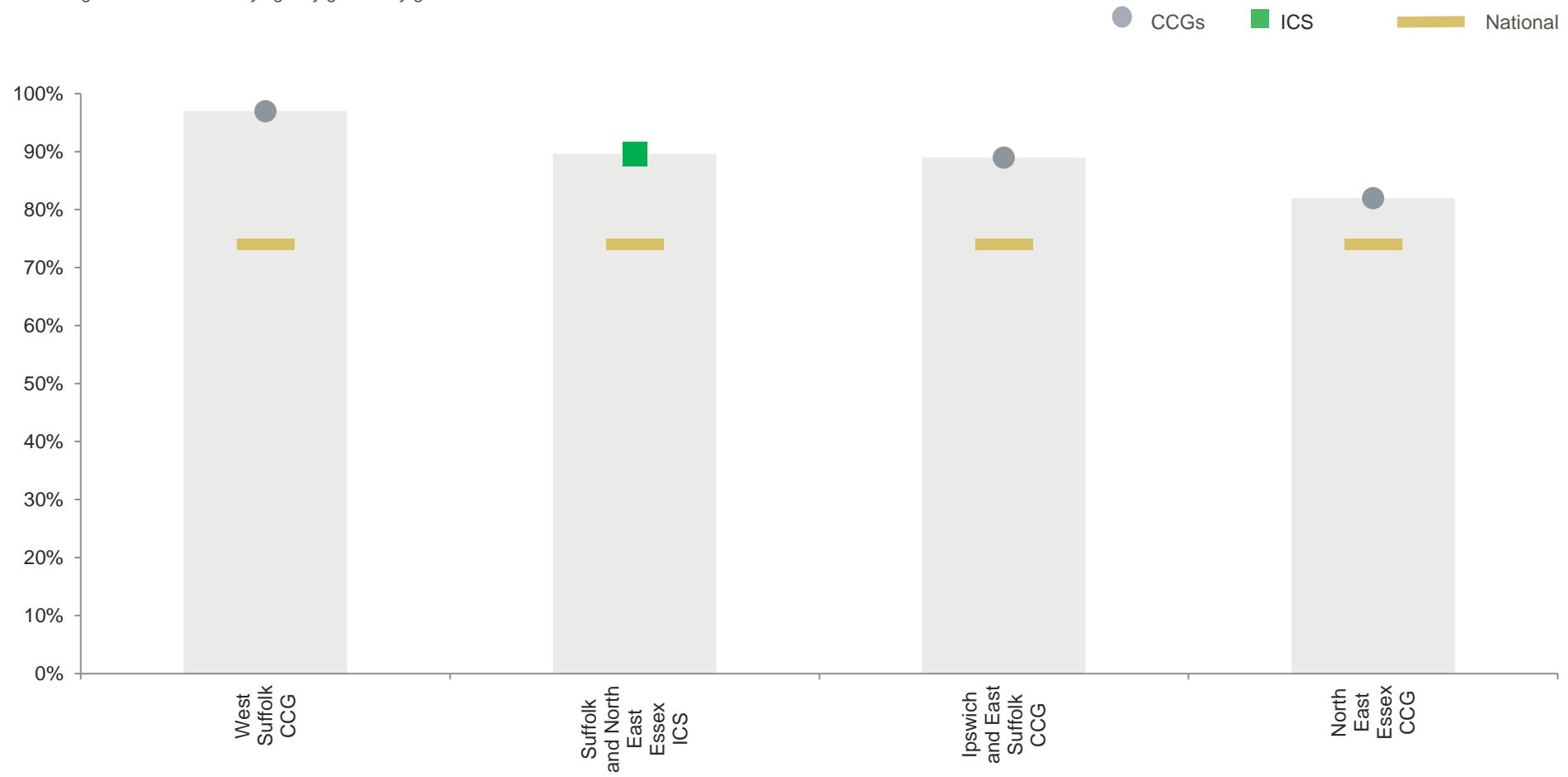


Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

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)? (Average across all CCGs in the ICS)

CCG range in ICS

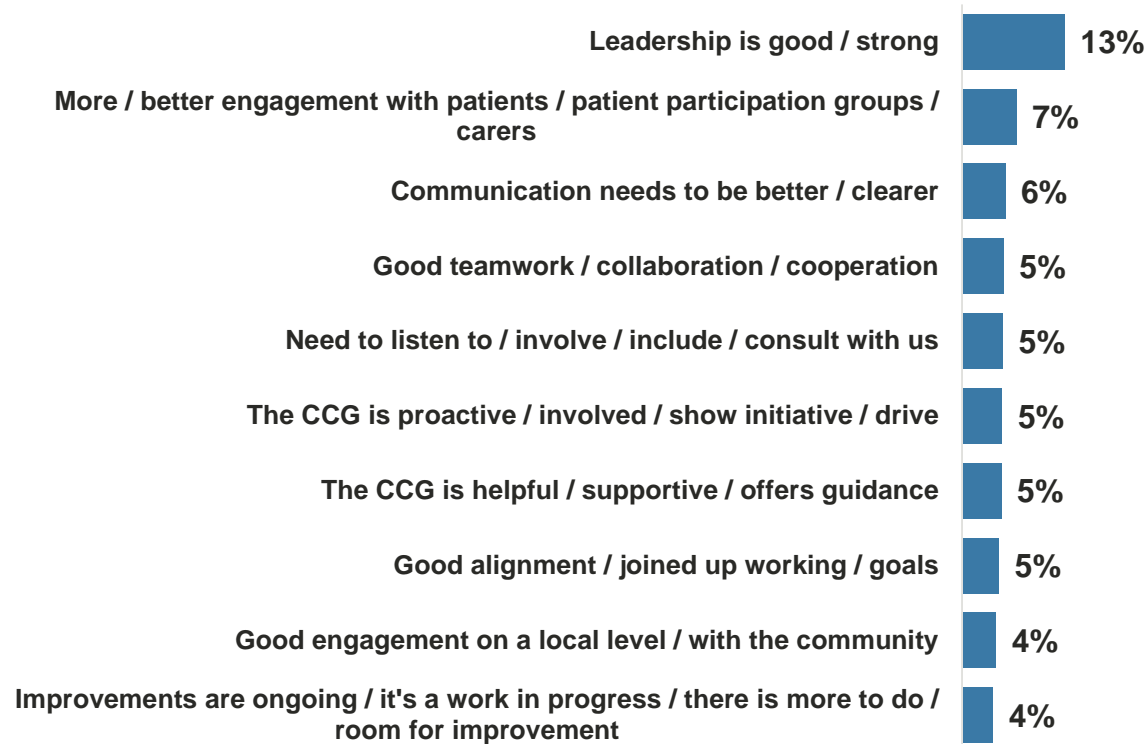
Percentage of stakeholders saying very good/fairly good



Base = all stakeholders 134

Q4. Please provide further comments, including identifying existing good practice and making suggestions for how, if necessary, the CCG could improve its effectiveness as a local system leader. (Average across all CCGs in the ICS)

This chart shows the top ten coded verbatim comments from this open-ended question.

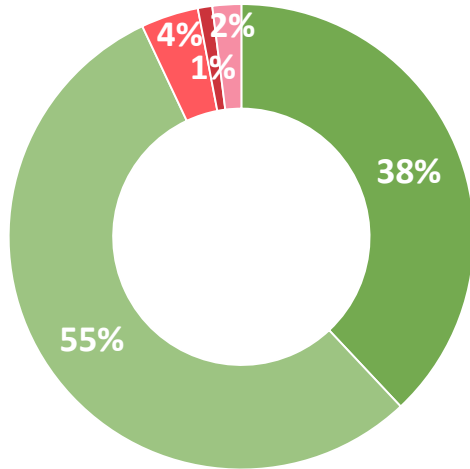


Number of participants: 103

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." (Average across all CCGs in the ICS)

All stakeholders



■ Strongly agree ■ Tend to agree ■ Tend to disagree ■ Strongly disagree ■ Don't know

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree



CCG bases range from 56 to 39

By stakeholder group

Stakeholder group	No. of participants	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree
GP member practices	84	94%	3%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	96%	4%
NHS providers	13	85%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	100%	0%
Wider stakeholders	9	100%	0%

Regional comparisons

Percentage of stakeholders saying strongly agree/tend to agree



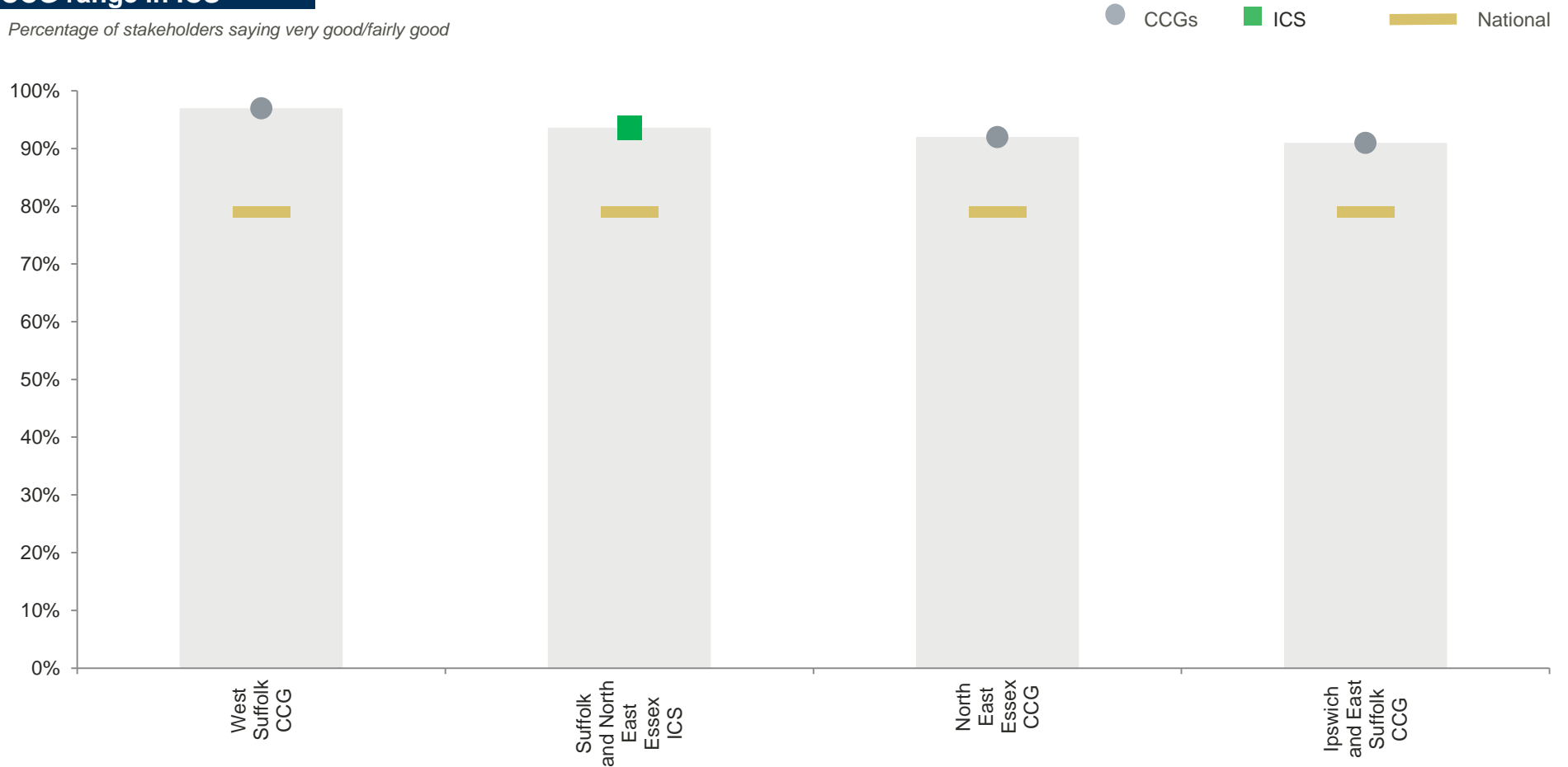
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

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." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying very good/fairly good

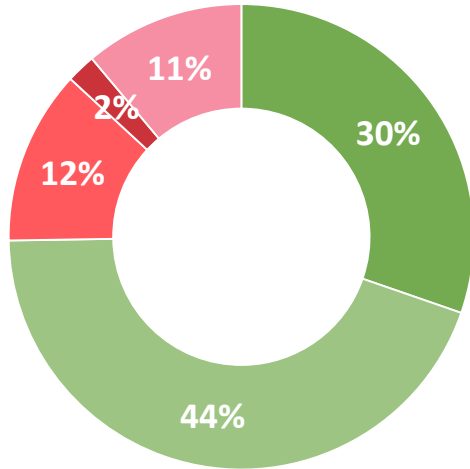


Base = all stakeholders 134

To what extent do you agree or disagree with EACH of the following statements?

Q5b. "The CCG actively avoids passing on problems to another system partner." (Average across all CCGs in the ICS)

All stakeholders



■ Strongly agree ■ Tend to agree ■ Tend to disagree ■ Strongly disagree ■ Don't know

By stakeholder group

Stakeholder group	No. of participants	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree
GP member practices	84	67%	17%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	96%	4%
NHS providers	13	85%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	92%	8%
Wider stakeholders	9	75%	17%

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

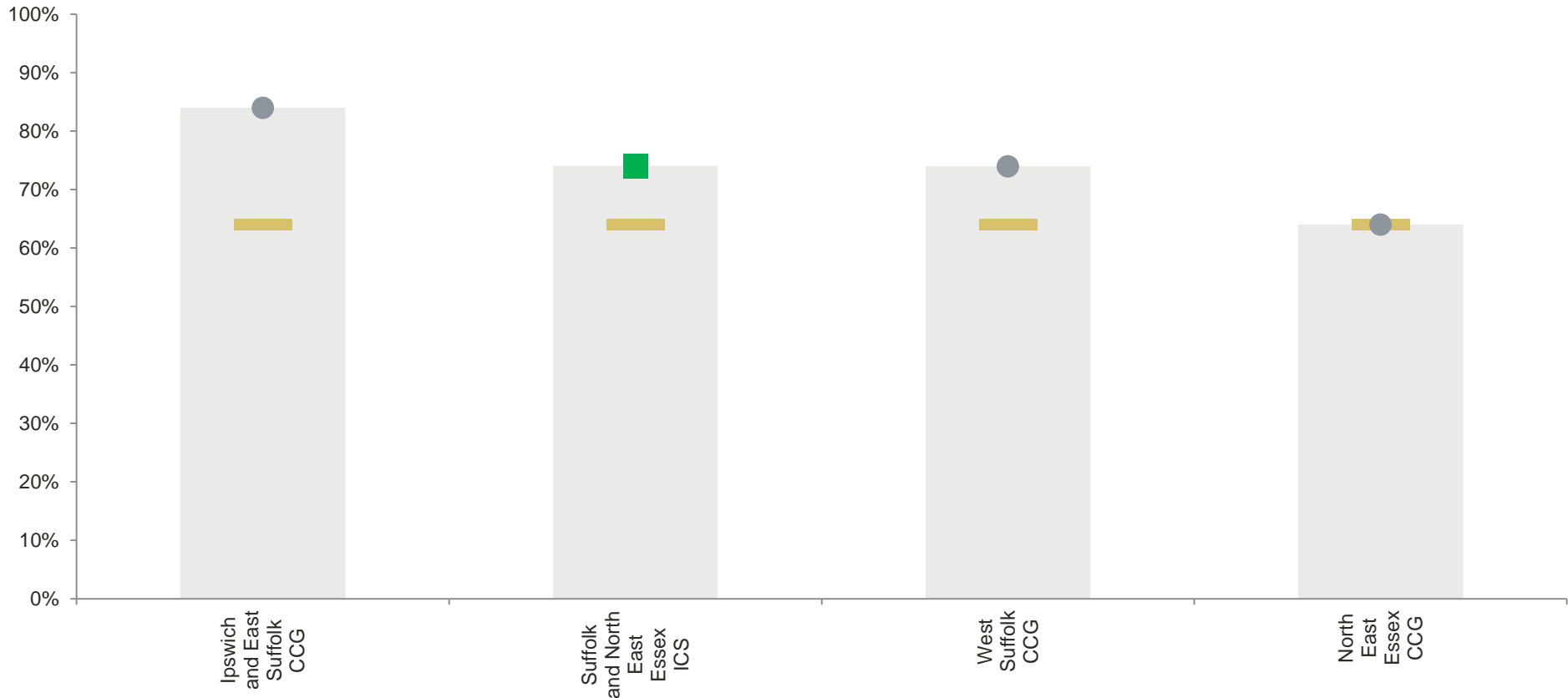
To what extent do you agree or disagree with EACH of the following statements?

Q5b. "The CCG actively avoids passing on problems to another system partner." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying very good/fairly good

● CCGs ■ ICS — National

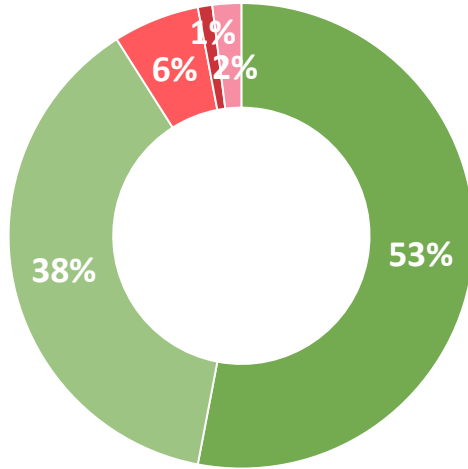


Base = all stakeholders 134

To what extent do you agree or disagree with EACH of the following statements?

Q5c. "The CCG works collaboratively with other system partners on the vision to improve the future health of the population across the whole system." (Average across all CCGs in the ICS)

All stakeholders



■ Strongly agree ■ Tend to agree ■ Tend to disagree ■ Strongly disagree ■ Don't know

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree



CCG bases range from 56 to 39

By stakeholder group

Stakeholder group	No. of participants	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree
GP member practices	84	90%	7%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	100%	0%
NHS providers	13	85%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	100%	0%
Wider stakeholders	9	100%	0%

Regional comparisons

Percentage of stakeholders saying strongly agree/tend to agree



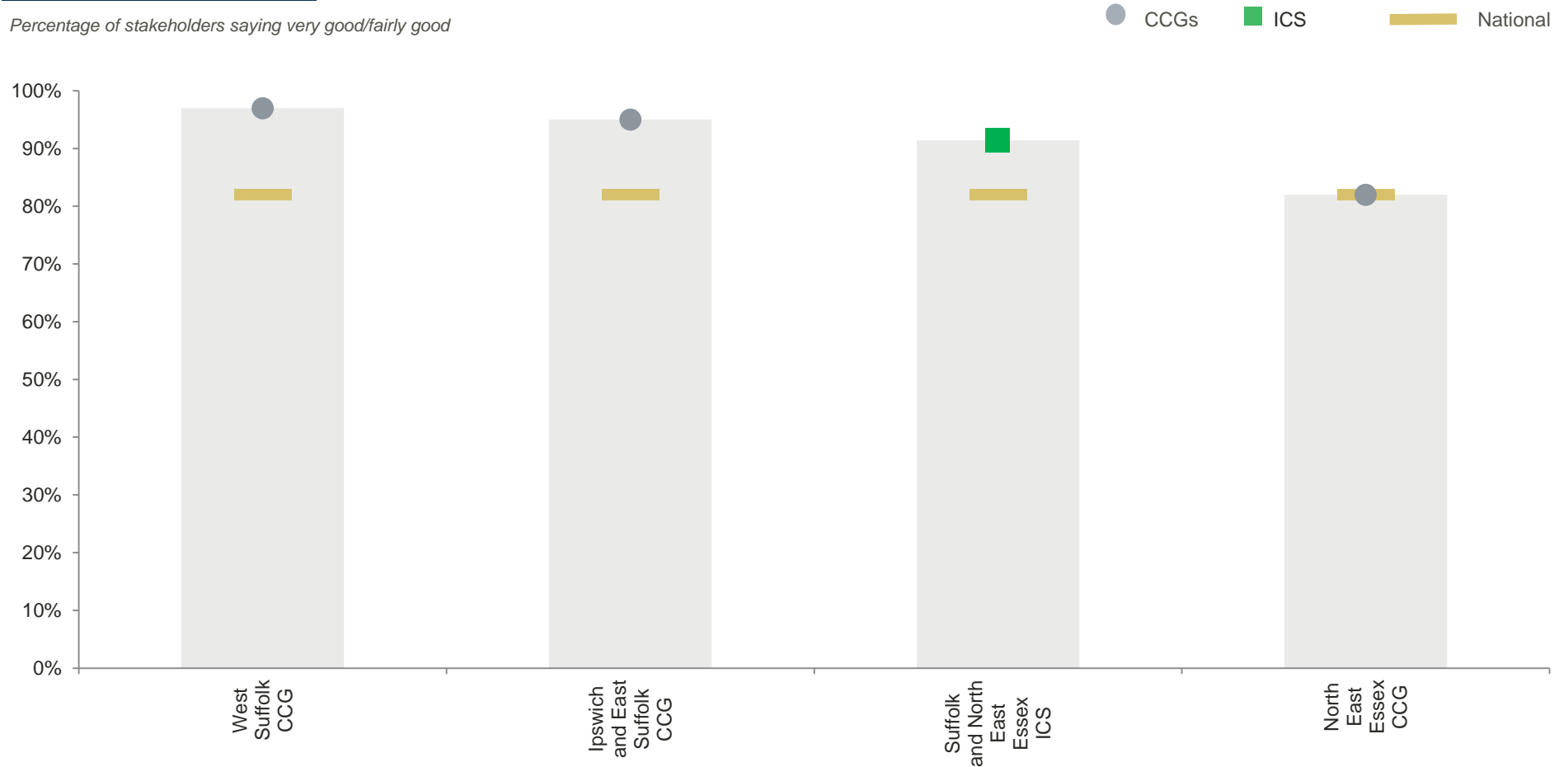
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

To what extent do you agree or disagree with EACH of the following statements?

Q5c. "The CCG works collaboratively with other system partners on the vision to improve the future health of the population across the whole system." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying very good/fairly good

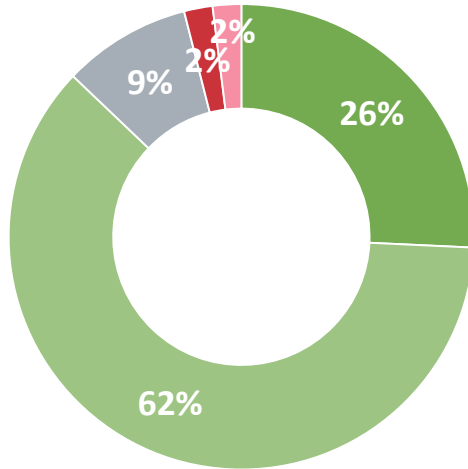


Base = all stakeholders 134

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6a. "Improving health outcomes for its population." (Average across all CCGs in the ICS)

All stakeholders



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

CCG range in ICS

Percentage of stakeholders very effective/fairly effective



CCG bases range from 56 to 39

By stakeholder group

Stakeholder group	No. of participants	Very effective/fairly effective	Not very effective/Not at all effective
GP member practices	84	86%	12%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	96%	4%
NHS providers	13	85%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	100%	0%
Wider stakeholders	9	83%	17%

Regional comparisons

Percentage of stakeholders saying very effective/fairly effective



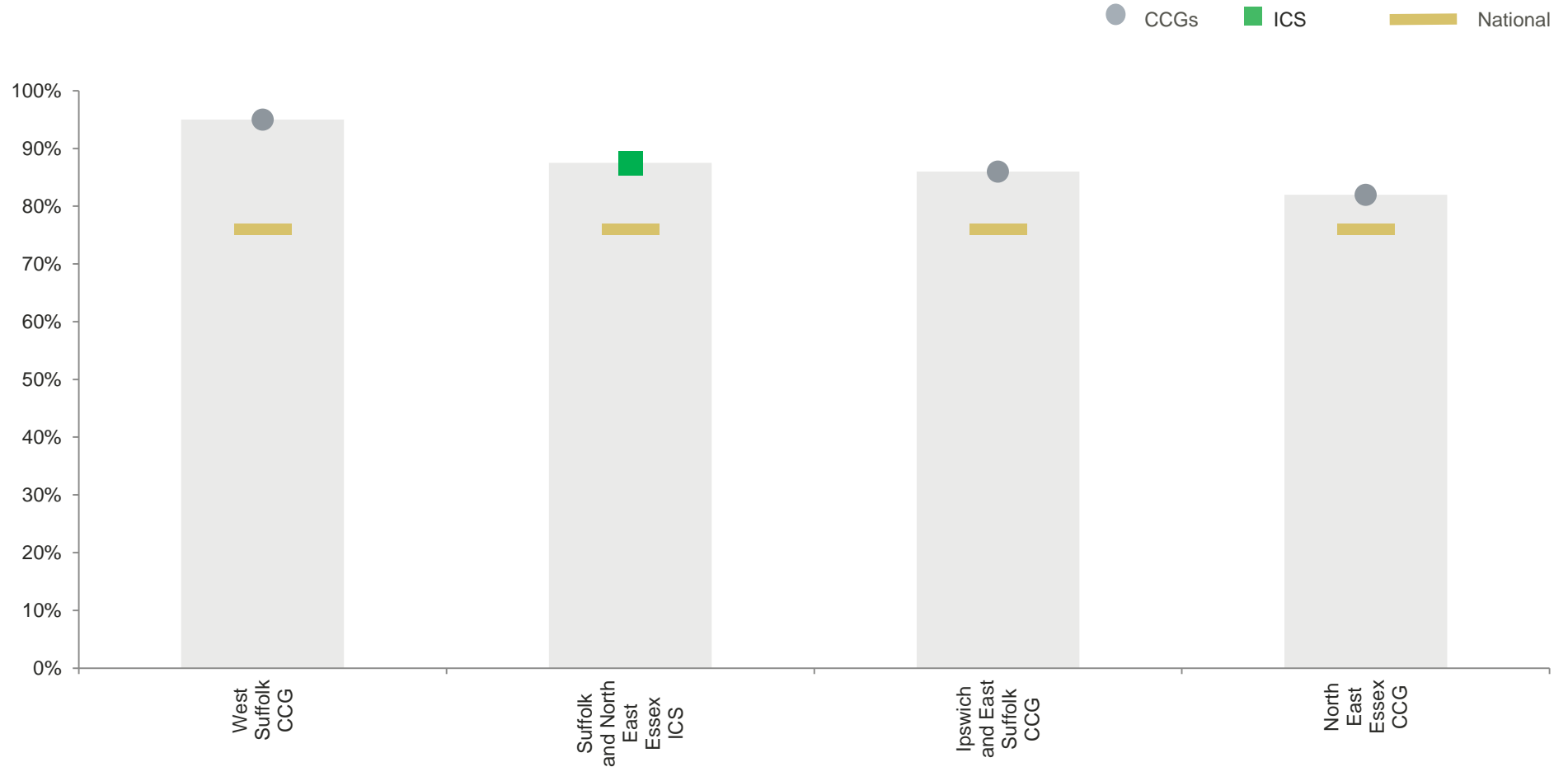
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6a. "Improving health outcomes for its population." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying very effective/fairly effective

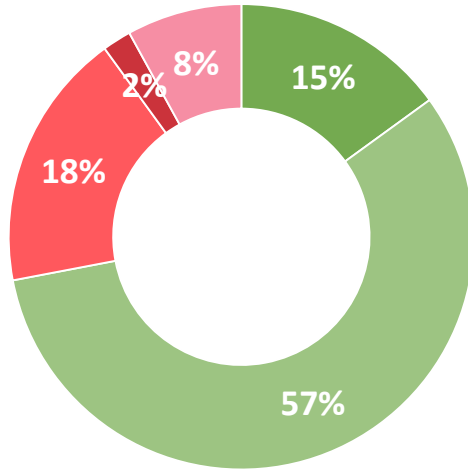


Base = all stakeholders 134

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6b. "Reducing health inequalities." (Average across all CCGs in the ICS)

All stakeholders



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

By stakeholder group

Stakeholder group	No. of participants	Very effective/ Fairly effective	Not very effective/Not at all effective
GP member practices	84	75%	15%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	67%	29%
NHS providers	13	68%	32%
Other CCGs	4	50%	33%
Upper tier/unitary LA	8	72%	28%
Wider stakeholders	9	75%	25%

CCG range in ICS

Percentage of stakeholders saying very effective/fairly effective



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying very effective/fairly effective



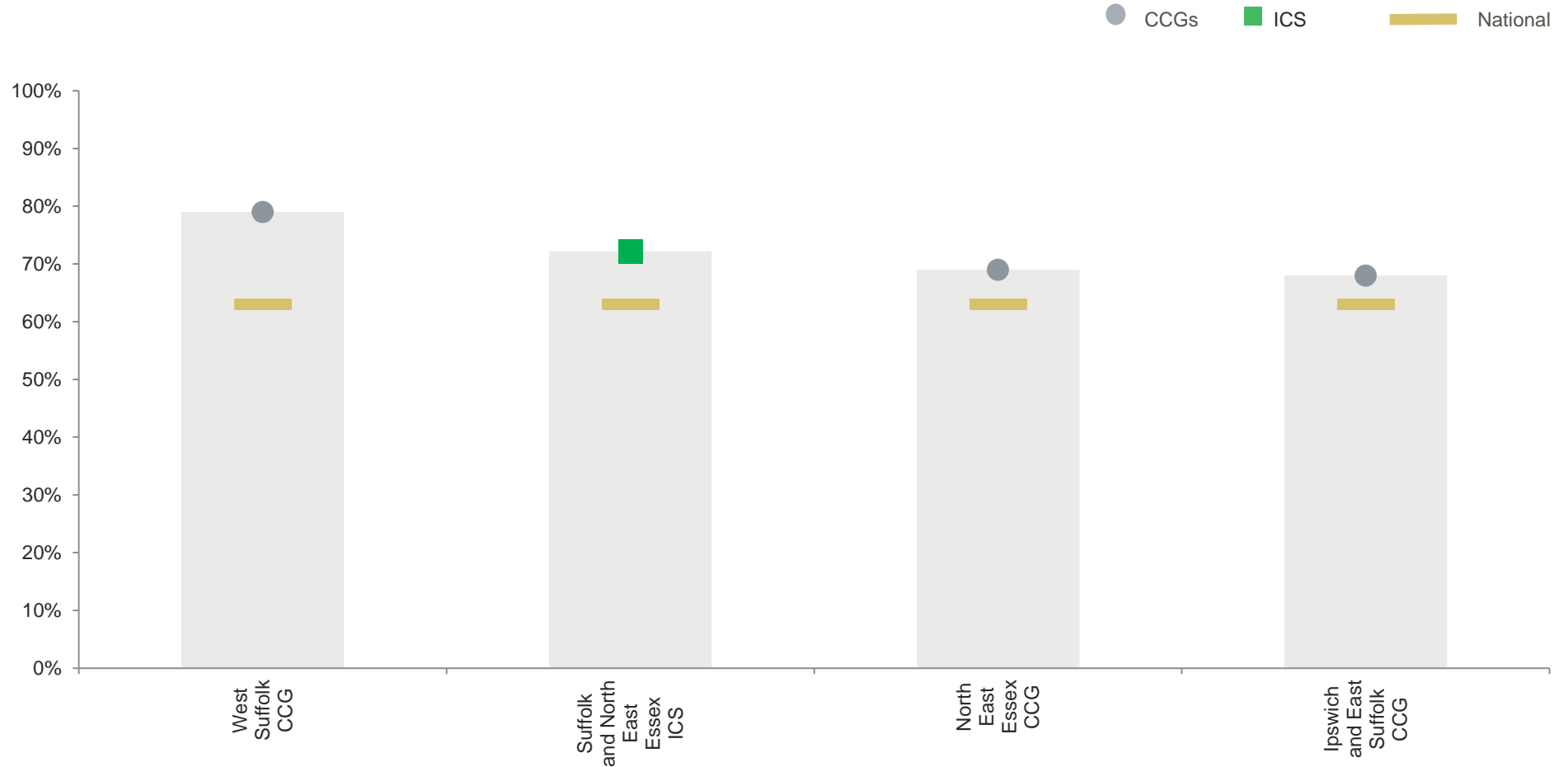
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6b. "Reducing health inequalities." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying very effective/fairly effective

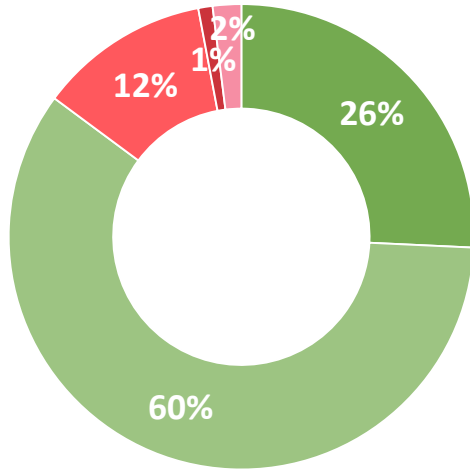


Base = all stakeholders 134

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6c. "Improving the quality of the local health services" (Average across all CCGs in the ICS)

All stakeholders



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

By stakeholder group

Stakeholder group	No. of participants	Very effective/ Fairly effective	Not very effective/Not at all effective
GP member practices	84	84%	14%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	88%	13%
NHS providers	13	85%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	100%	0%
Wider stakeholders	9	92%	8%

CCG range in ICS

Percentage of stakeholders saying very effective/fairly effective



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying very effective/fairly effective



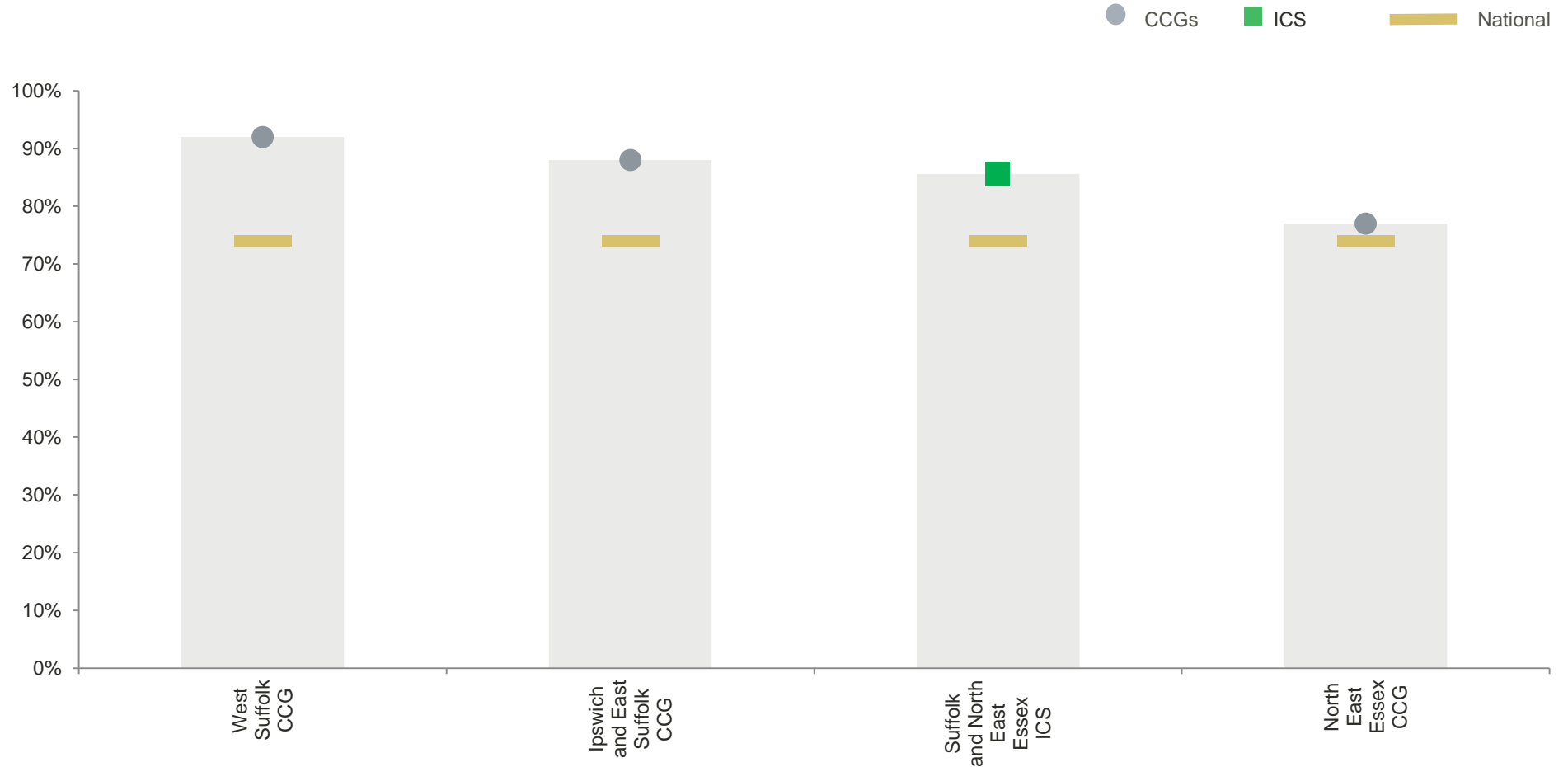
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6c. "Improving the quality of the local health services" (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying very effective/fairly effective

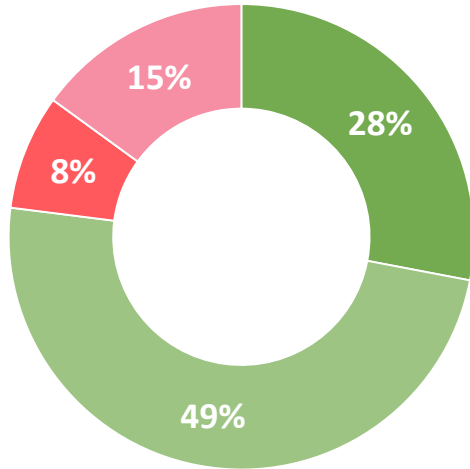


Base = all stakeholders 134

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6d. "Delivering value for money" (Average across all CCGs in the ICS)

All stakeholders



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

By stakeholder group

Stakeholder group	No. of participants	Very effective/ Fairly effective	Not very effective/Not at all effective
GP member practices	84	79%	9%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	88%	0%
NHS providers	13	52%	17%
Other CCGs	4	83%	0%
Upper tier/unitary LA	8	72%	8%
Wider stakeholders	9	100%	0%

CCG range in ICS

Percentage of stakeholders saying very effective/fairly effective



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying very effective/fairly effective



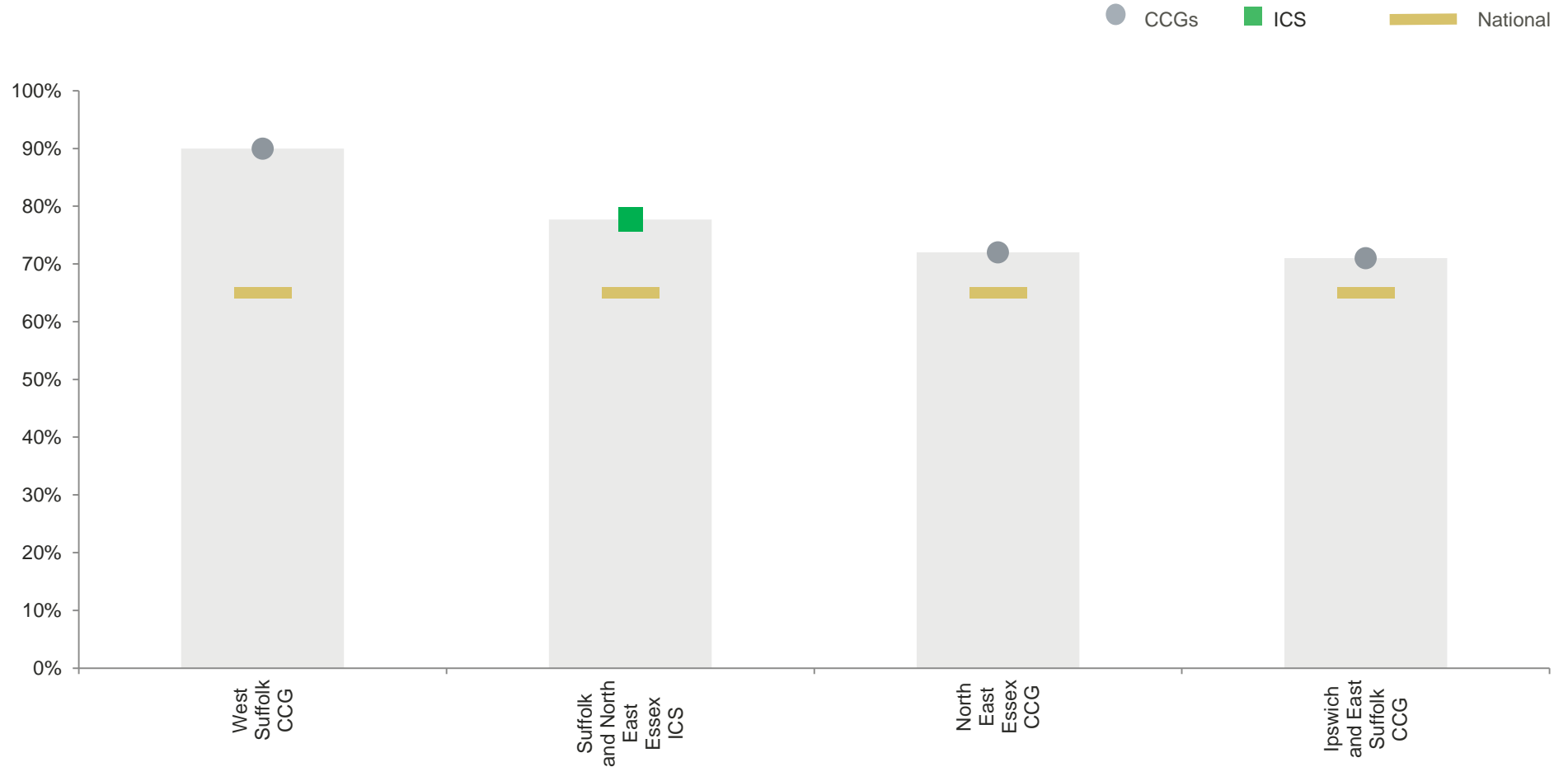
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

How would you rate the effectiveness of the CCG at doing EACH of the following?

Q6d. "Delivering value for money" (Average across all CCGs in the ICS)

CCG range in ICS

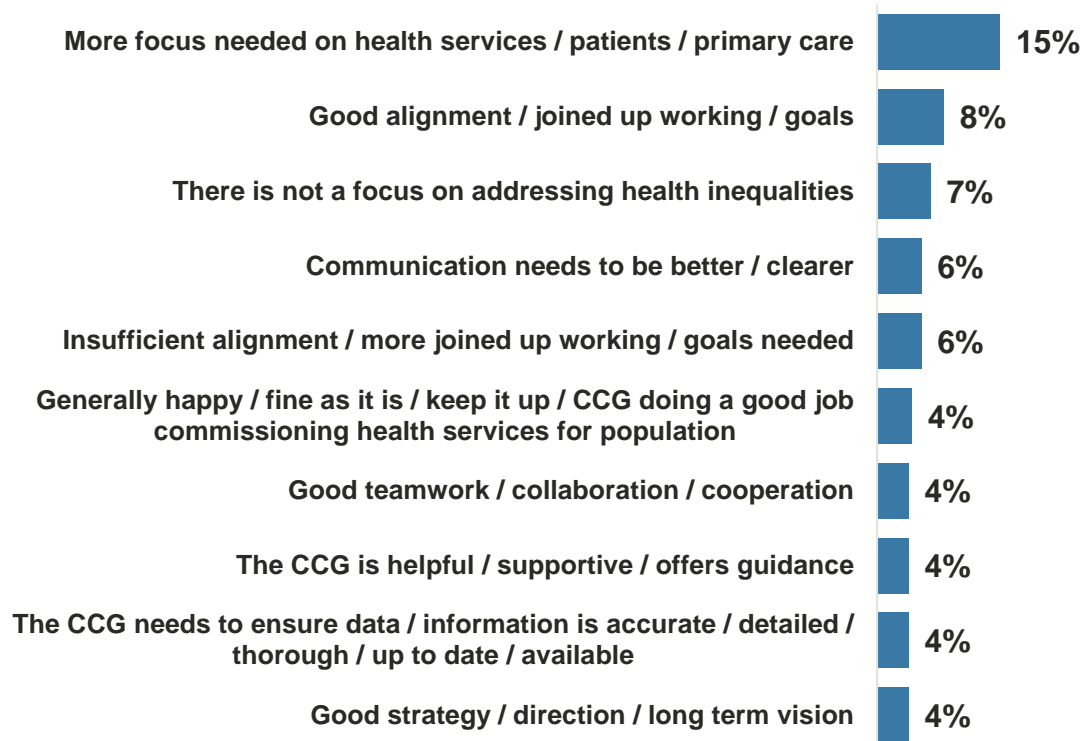
Percentage of stakeholders saying very effective/fairly effective



Base = all stakeholders 134

Q7. Please provide further comments, including identifying existing good practice and making suggestions for how, if necessary, the CCG could improve its effectiveness. (Average across all CCGs in the ICS)

This chart shows the top ten coded verbatim comments from this open-ended question.

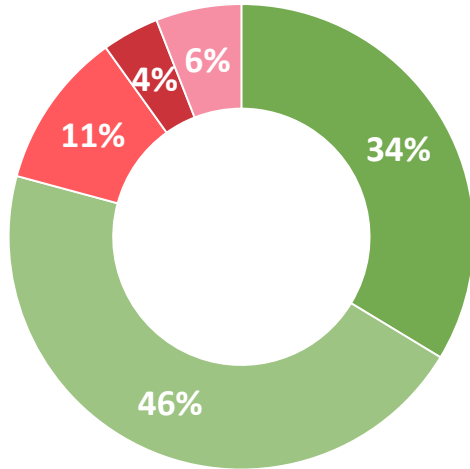


Number of participants: 99

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." (Average across all CCGs in the ICS)

All stakeholders



■ Strongly agree ■ Tend to agree ■ Tend to disagree ■ Strongly disagree ■ Don't know

By stakeholder group

Stakeholder group	No. of participants	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree
GP member practices	84	77%	16%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	92%	8%
NHS providers	13	77%	23%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	81%	11%
Wider stakeholders	9	100%	0%

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

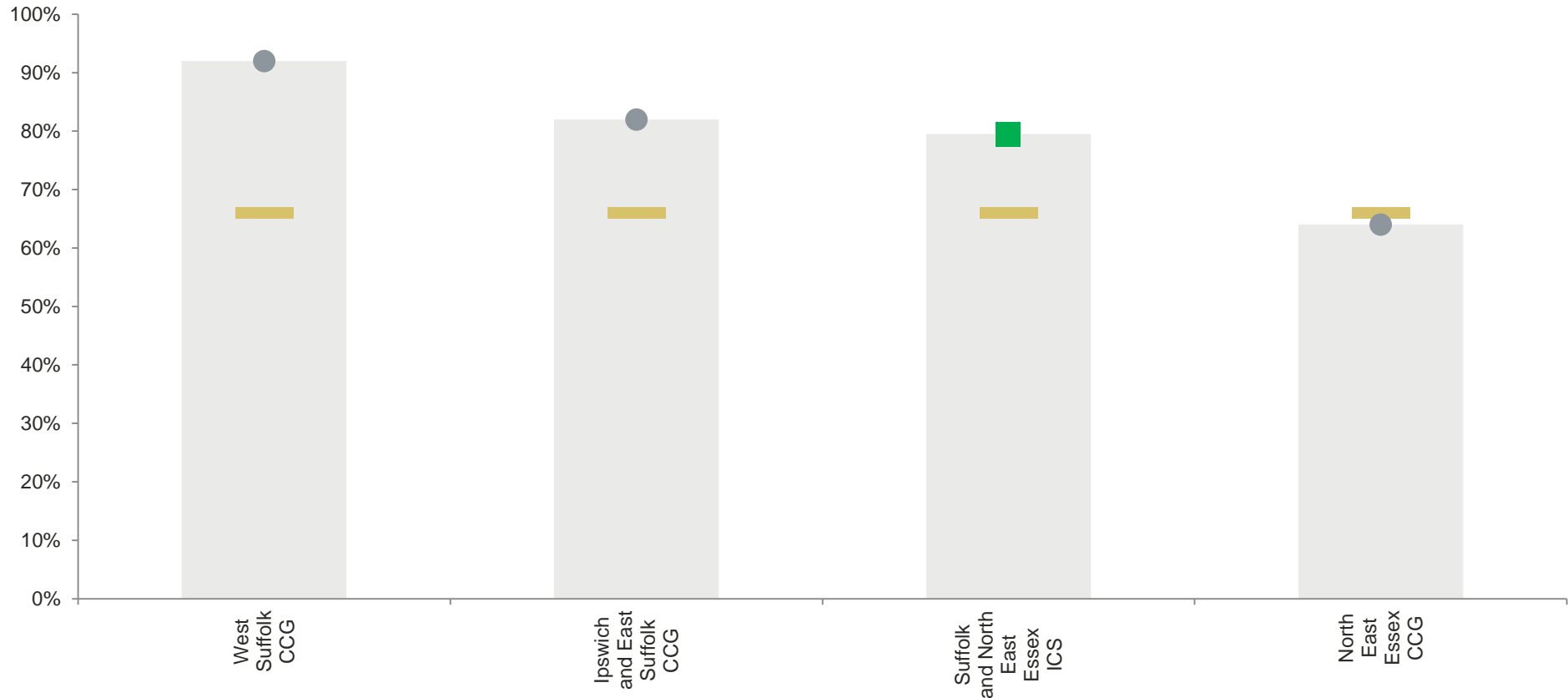
To what extent do you agree or disagree with EACH of the following statements about the way in which the CCG commissions/decommissions services?

Q8a. "The CCG involves the right individuals and organisations when commissioning/decommissioning services." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree

● CCGs ■ ICS — National

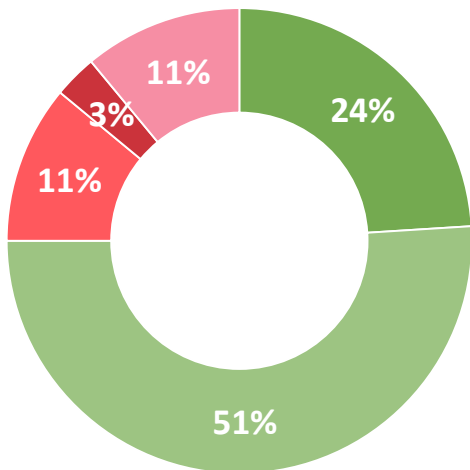


Base = all stakeholders 134

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

Q8b. "The CCG asks the right questions at the right time when commissioning/decommissioning services." (Average across all CCGs in the ICS)

All stakeholders



■ Strongly agree ■ Tend to agree ■ Tend to disagree ■ Strongly disagree ■ Don't know

By stakeholder group

Stakeholder group	No. of participants	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree
GP member practices	84	71%	16%
Health & wellbeing boards	2	50%	0%
Healthwatch and voluntary/patient groups	14	92%	8%
NHS providers	13	77%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	72%	8%
Wider stakeholders	9	100%	0%

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying strongly agree/tend to agree



Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

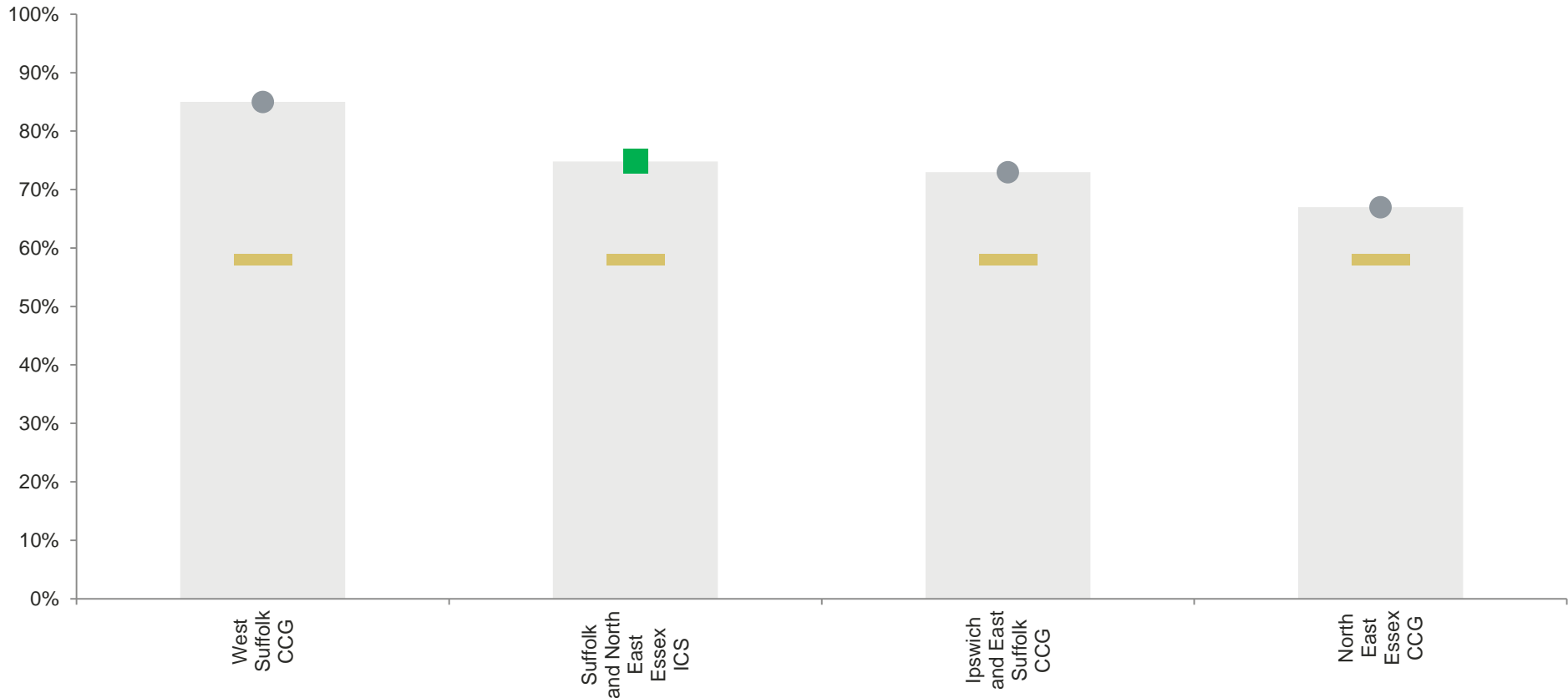
To what extent do you agree or disagree with EACH of the following statements about the way in which the CCG commissions/decommissions services?

Q8b. "The CCG asks the right questions at the right time when commissioning/decommissioning services." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree

● CCGs ■ ICS — National

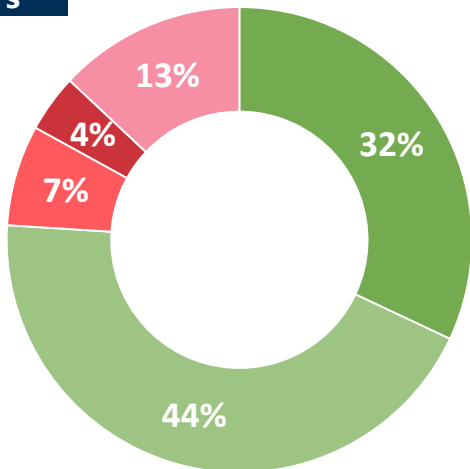


Base = all stakeholders 134

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

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." (Average across all CCGs in the ICS)

All stakeholders



■ Strongly agree ■ Tend to agree ■ Tend to disagree ■ Strongly disagree ■ Don't know

By stakeholder group

Stakeholder group	No. of participants	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree
GP member practices	84	73%	10%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	92%	4%
NHS providers	13	77%	23%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	72%	11%
Wider stakeholders	9	83%	17%

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying strongly agree/tend to agree



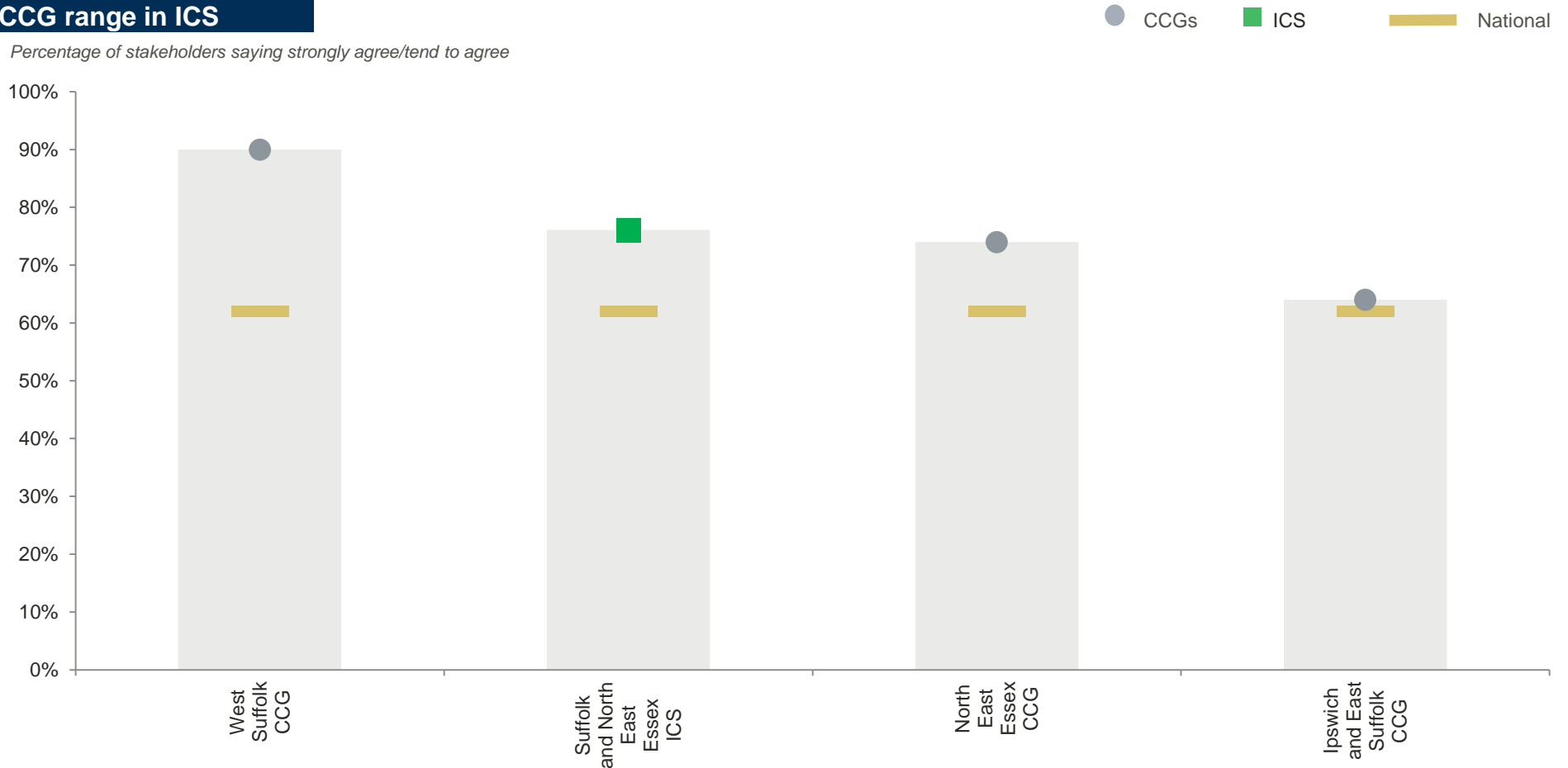
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

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

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." (Average across all CCGs in the ICS)

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree

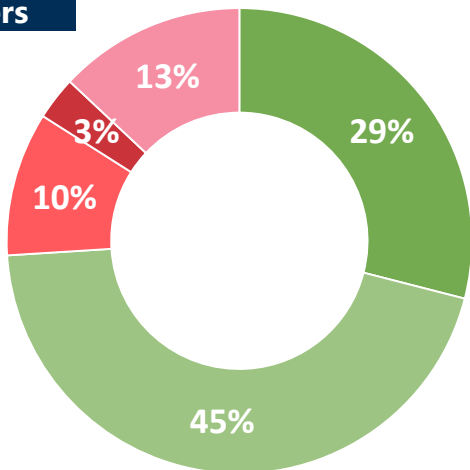


Base = all stakeholders 134

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

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." (Average across all CCGs in the ICS)

All stakeholders



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

By stakeholder group

Stakeholder group	No. of participants	Strongly agree/Tend to agree	Strongly disagree/Tend to disagree
GP member practices	84	68%	15%
Health & wellbeing boards	2	100%	0%
Healthwatch and voluntary/patient groups	14	92%	4%
NHS providers	13	70%	15%
Other CCGs	4	100%	0%
Upper tier/unitary LA	8	81%	11%
Wider stakeholders	9	100%	0%

CCG range in ICS

Percentage of stakeholders saying strongly agree/tend to agree



CCG bases range from 56 to 39

Regional comparisons

Percentage of stakeholders saying strongly agree/tend to agree



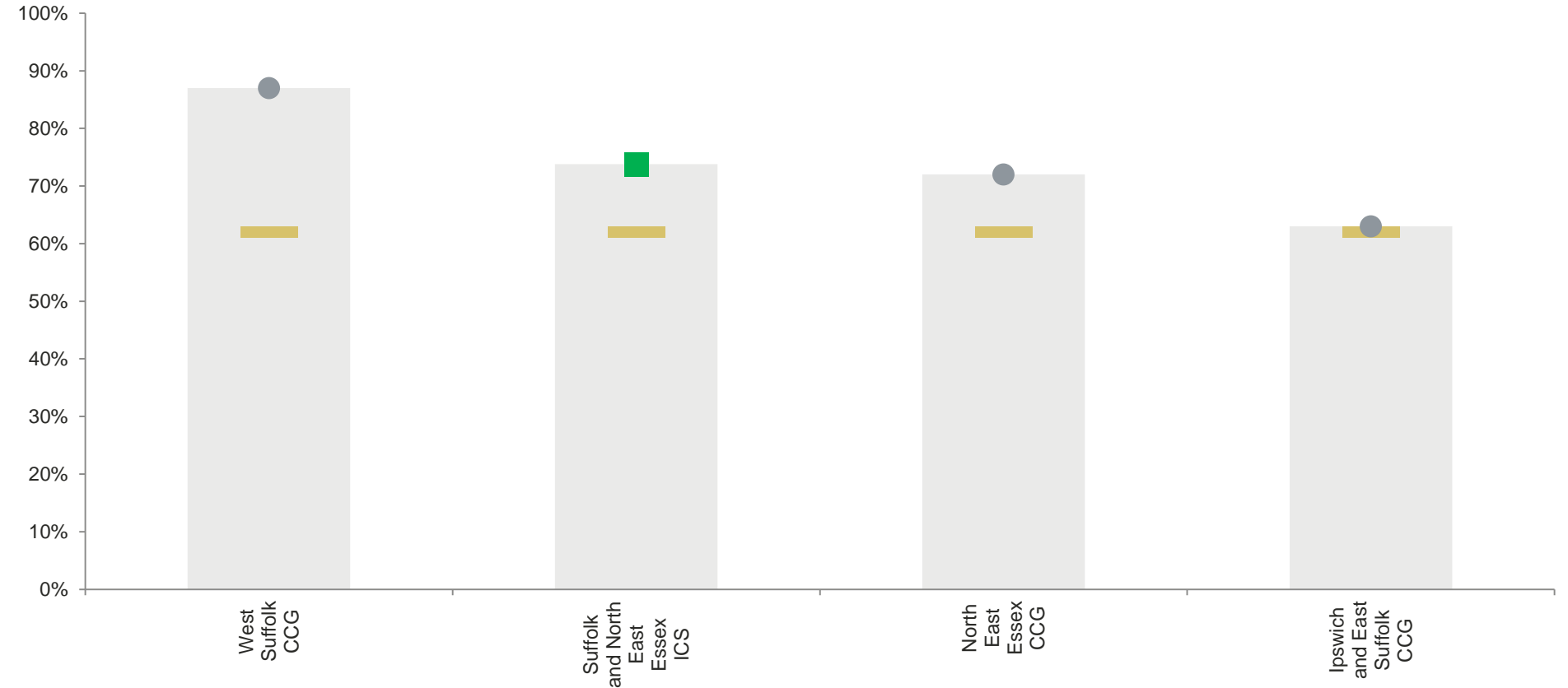
Number of participants: Suffolk and North East Essex ICS (134), Regional (814), National (7679).

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

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." (Average across all CCGs in the ICS)

CCG range in ICS

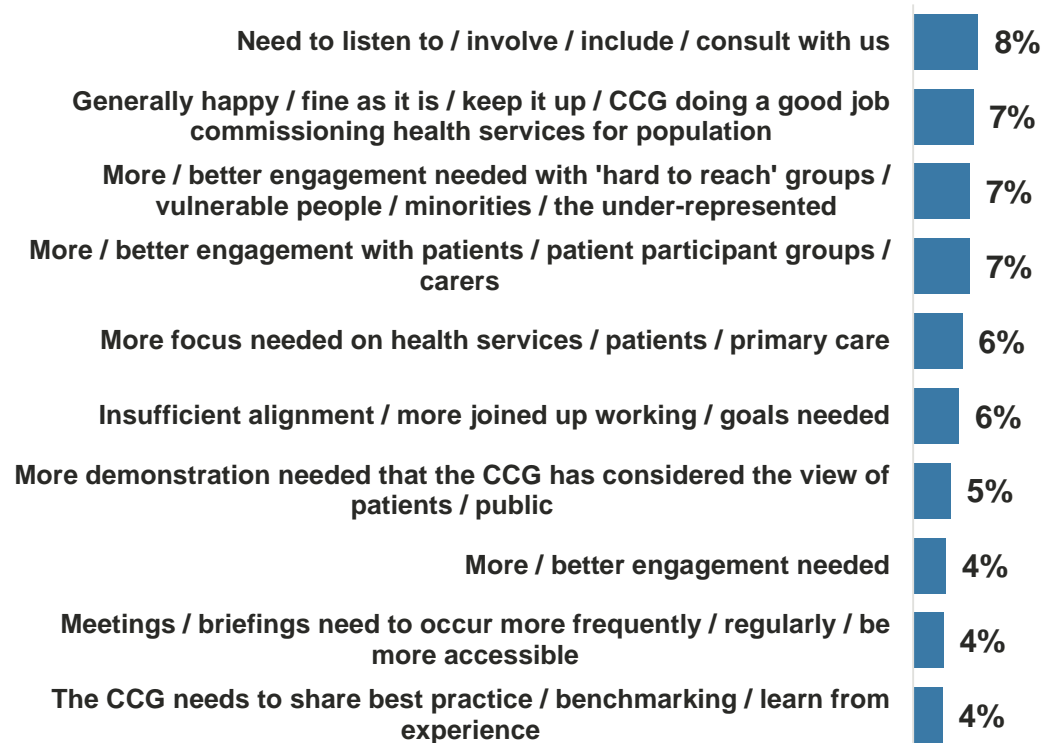
Percentage of stakeholders saying strongly agree/tend to agree



Base = all stakeholders 134

Q9. Please provide further comments, including identifying existing good practice and making suggestions for how, if necessary, the CCG could improve the way it commissions/decommissions services. (Average across all CCGs in the ICS)

This chart shows the top ten coded verbatim comments from this open-ended question.



Number of participants: 86

Appendix: 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 proposing to merge in April 2019 collaborated with each other to produce and submit a single stakeholder list across the merging CCGs. Results for the ICS were generated by averaging the scores of the CCGs within the ICS.
- 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').
- Stakeholders who have been nominated by more than one CCG or to represent more than one organisation had the opportunity to **complete the questionnaire in 'grid' format**. They could choose to give the same responses for each CCG that asked them to take part and the organisations they represent, or to give different answers for each CCG and each organisation.
- 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. Non-responding stakeholders were sent reminder emails and telephone calls to encourage participation.

Appendix: methodology and technical details

- Within the survey, stakeholders were asked a series of questions about their working relationship with the CCGs that sit within the ICS. Stakeholders were all asked the same questions in this year's survey, with no bespoke questions.
- Fieldwork was conducted between 14th January and 28th February 2019.
- The average response rate across the CCGs within the ICS was 80%. This varied across the stakeholder groups as shown in the table opposite. Please note that the number of stakeholders allowed per group apply to the CCG level and not the ICS level.

Survey response rates for Suffolk and North East Essex ICS

Stakeholder group	Average response rate across the CCGs within the ICS
GP member practices <i>One from every member practice*</i>	83%
Health & wellbeing boards <i>Up to two per HWB*</i>	50%
Local Healthwatch <i>Up to three per local Healthwatch*</i>	100%
Other patient groups and voluntary sector organisations or representatives <i>Up to eight*</i>	71%
NHS providers <i>Up to two from each acute, mental health and community health providers*</i>	89%
Other CCGs <i>Up to five*</i>	83%
Upper tier or unitary local authorities <i>Up to five per local authority*</i>	50%
Wider stakeholders	100%
All stakeholders	80%

*Specification from the core stakeholder framework

Suffolk and North East Essex ICS

For more information

 ccg360stakeholder@ipsos-mori.com



Ipsos MORI
Social Research Institute

This work was carried out in accordance with the requirements of the international quality standard for market research, ISO 20252:2006 and with the Ipsos MORI Terms and Conditions which can be found [here](#)