



Improving lives **together**

Norfolk and Waveney Integrated Care System

Clinical and Care Professional Leadership: baseline survey results

December 2022

Context

- This was the first Clinical and Care Professional (CCP) survey of a planned series. They will take place six monthly
- It was intended as a baseline survey to help us understand our current CCP leadership cadre
- The survey constituted 18 questions that were a mixture of Multiple Choice and free text
- It ran for 4 weeks (one of which was half-term)
- It was promoted via the new CCP Leadership landing page on the ICS Website and via ICB Medical Director blogs
- There were multiple surveys running concurrently with this one and aimed at the same audience

The questions

- Q1. Please indicate which clinical or care profession you currently work in
- Q2. What is your work setting?
- Q3. How well does clinical and care professional (CCP) leadership in your organisation reflect the diversity of the communities it serves?
- Q4. How could this be improved?
- Q5. How can we ensure the full range of CCP leaders from diverse backgrounds is integrated into system decision-making at all levels?
- Q6. In your experience how much does your organisation involve a range of CCP leaders in its decision-making?
- Q7. What is done well? Give an example if possible. Are there any ways this could be improved?
- Q8. What is not done quite so well? How could this be improved?
- Q9. How effective are your current CCP leadership groups/committees/networks?
- Q10. How often are you able to share learning with your...
- Q11. How often are you able to collaborate and innovate with partners?
- Q12. Are you able to work with partners outside your organisation to improve services?
- Q13. How do you think collaboration and innovation with partners could be improved?
- Q14. List some examples where shared learning and/or collaboration has resulted in improved outcomes for patients
- Q15. How can we embed a culture of shared learning, supporting collaboration and innovation with partners, patients, service users, residents and communities?
- Q16. How can we ensure that CCP leadership is built into the system and seen as a key enabler to strategic objectives?
- Q17. How good is your organisation at supporting staff to become CCP leaders of the future?
- Q18. How can we support CCP Leaders to be involved and invested in ICS planning and delivery, with time, support and infrastructure?

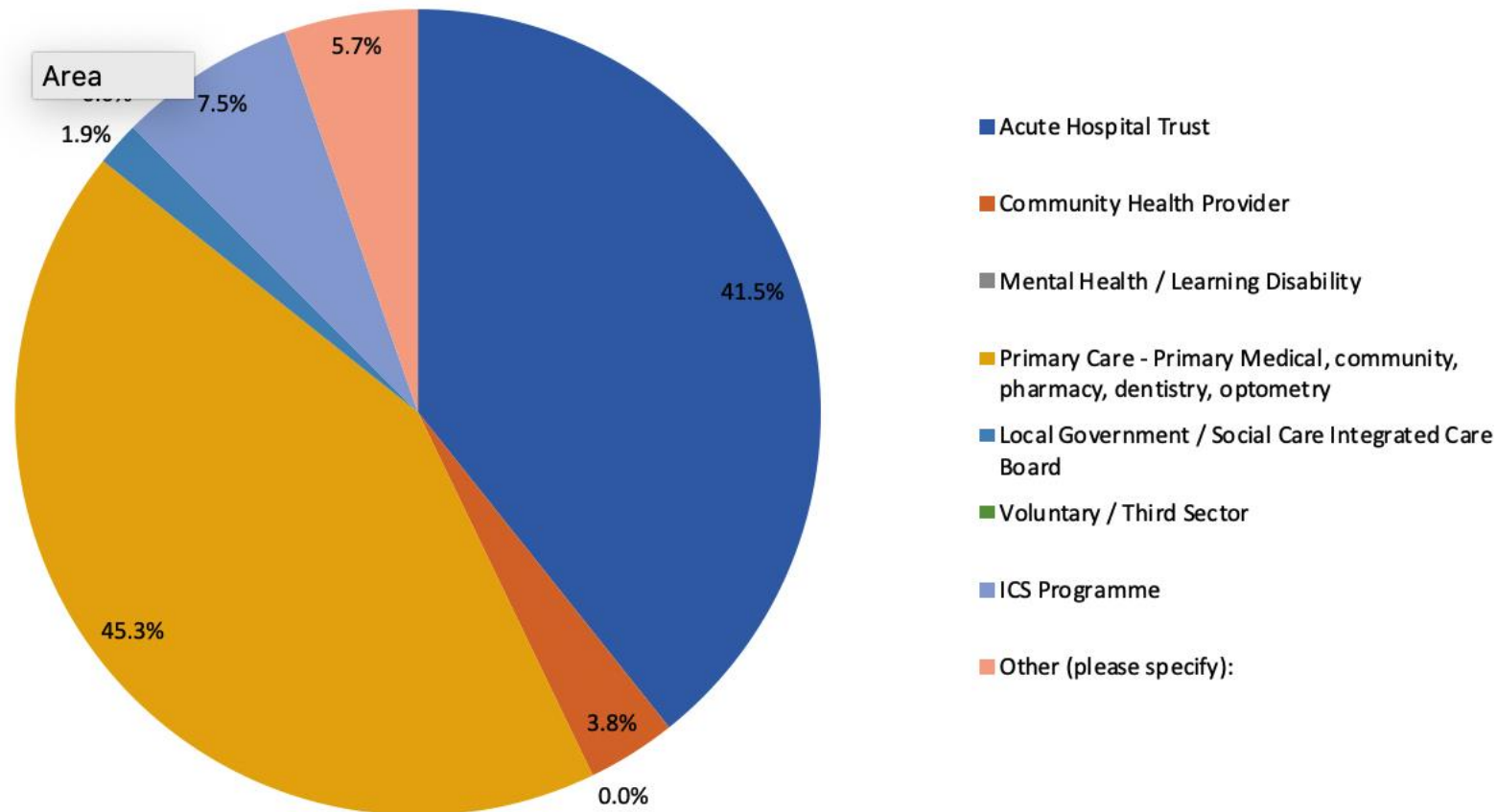
Headline results

- We received 144 responses, of which 52 only partially completed the survey.
- Responders covered most professional backgrounds (Doctors & Nurses were in the majority)
- Mental Health / VSCE were not represented
- Local Government made up only 1.9% of responders
- Responders felt CCPs are largely reflective of the community served
- Many felt leadership is currently more diverse than community, but less diverse than staff. Whilst fewer low-paid members of staff are in the leadership structure
- Some great free text responses, with excellent suggestions for improvement. This included encouraging more young BAME leaders, those with lived experience (MH), lower band reps, more women and more protected time, though recognition that the current climate makes this difficult.
- Inevitably some negative commentary reflecting frustration and current system pressures

Respondent work setting

Question 2

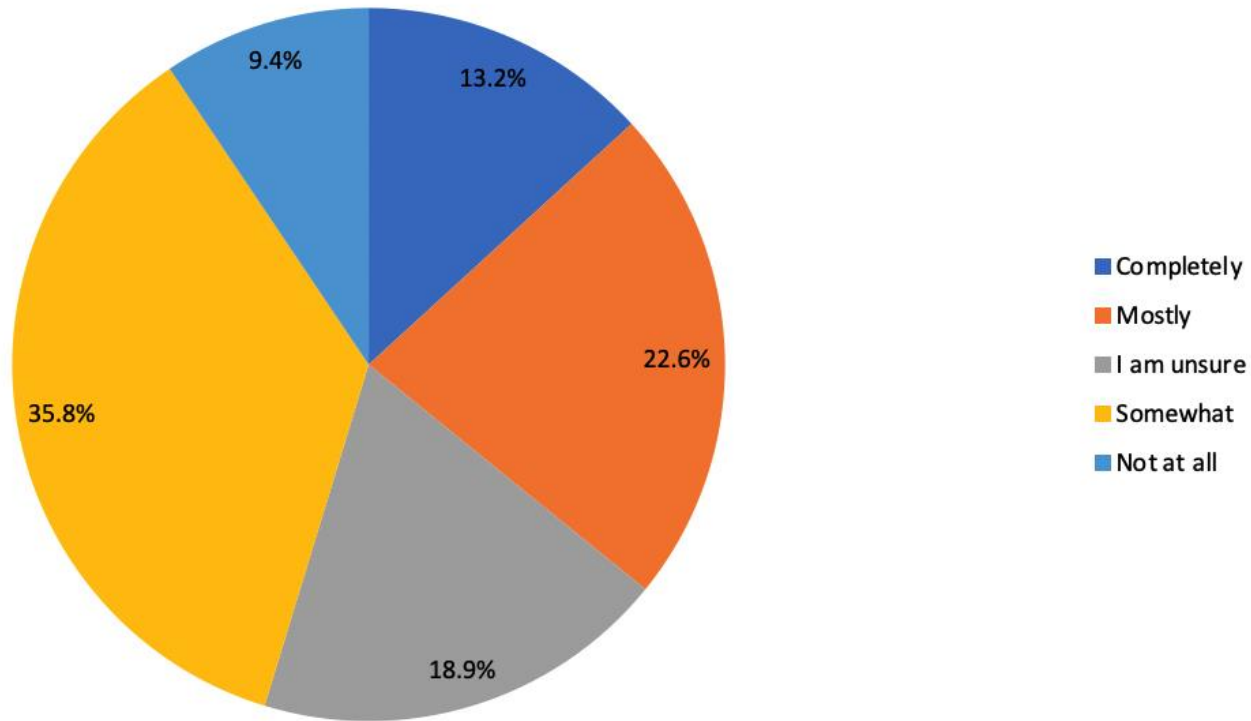
What is your work setting?



CCP Diversity

Question 3

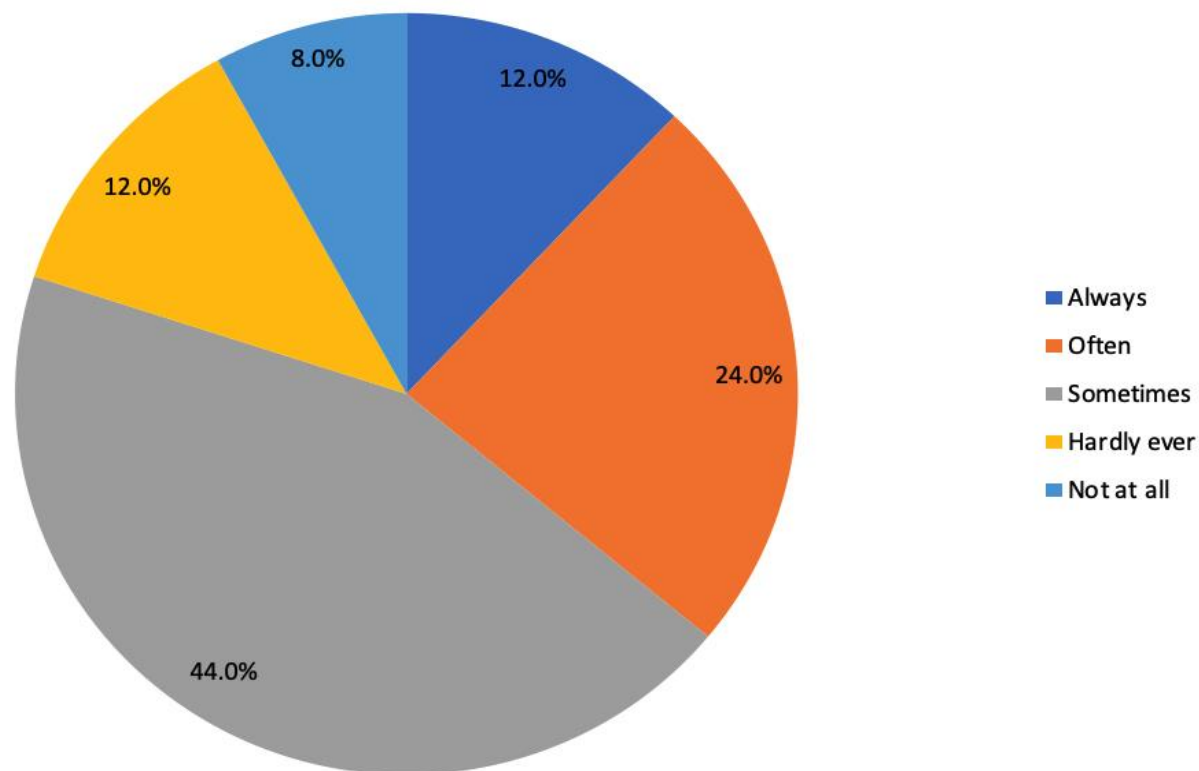
How well does clinical and care professional (CCP) leadership in your organisation reflect the diversity of the communities it serves?



CCP organisational involvement in Decision making

Question 6

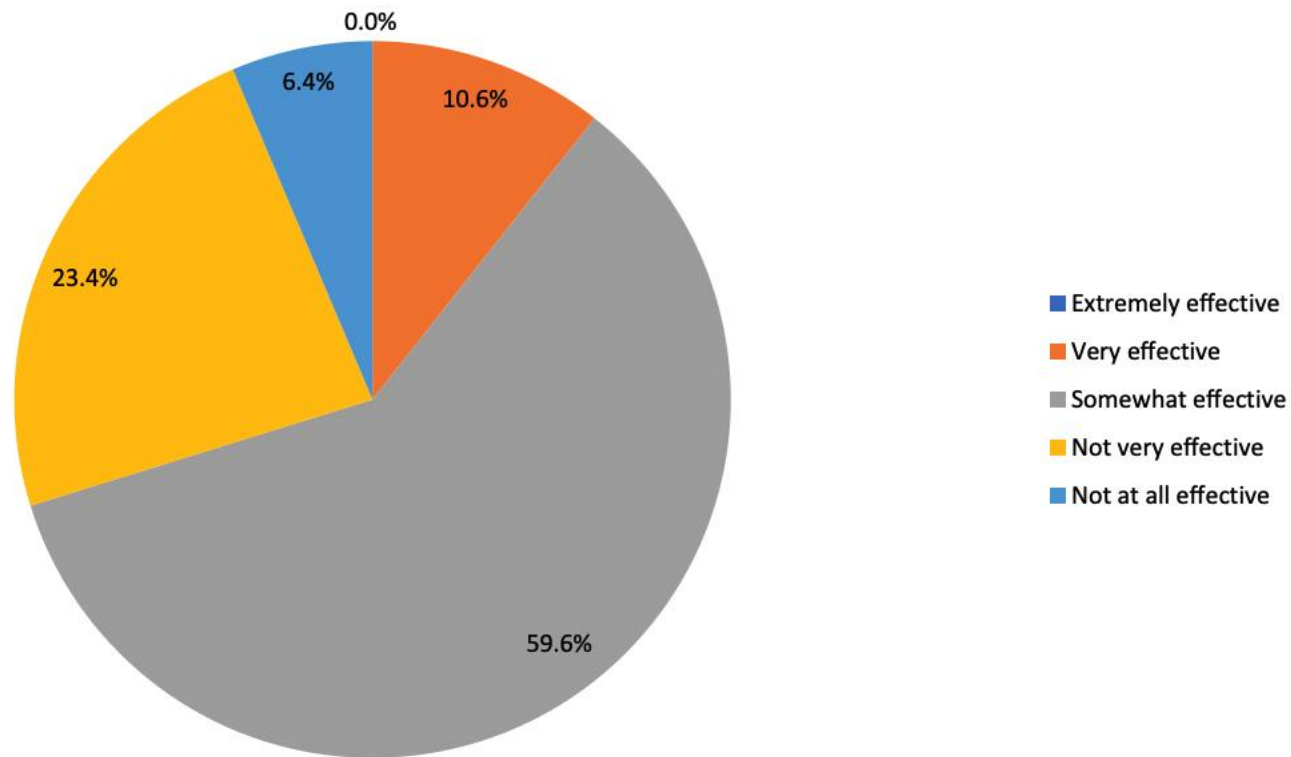
In your experience how much does your organisation involve a range of CCP leaders in its decision making?



Effectiveness of current CCP Forums

Question 9

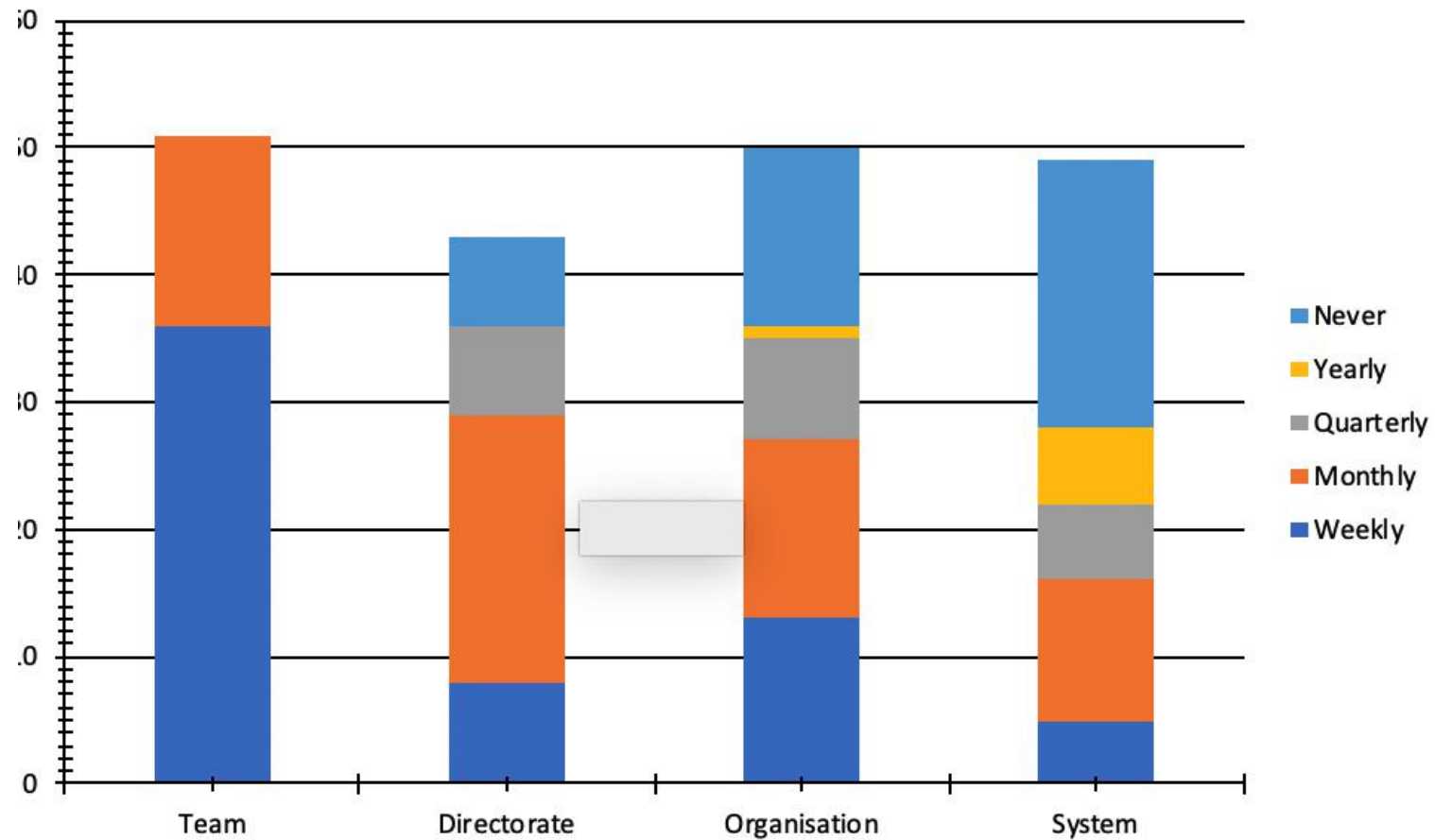
How effective are your current CCP leadership groups/committees/networks?



Opportunities to share learning

Question 10

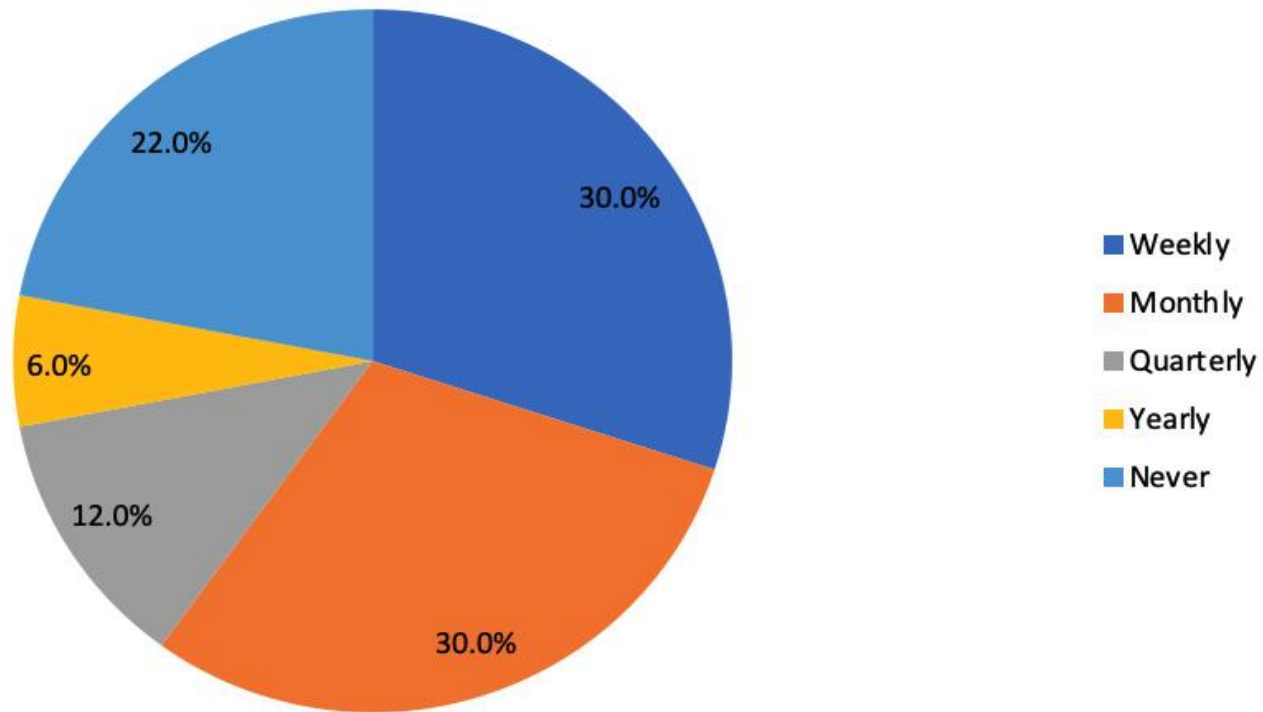
How often are you able to share learning with your...



Opportunities for collaboration & Innovation

Question 11

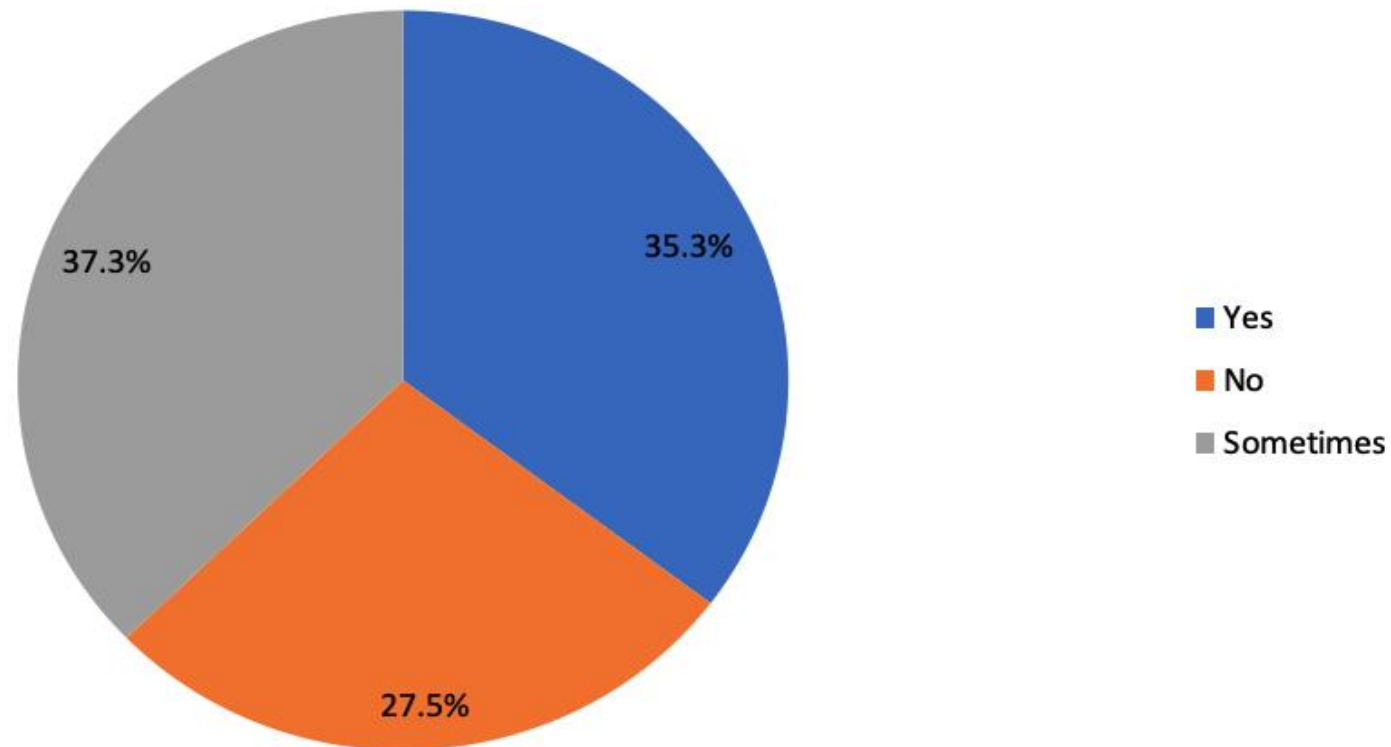
How often are you able to collaborate and innovate with partners?



Opportunities to work outside your organisation

Question 12

Are you able to work with partners outside your organisation to improve services?



Free text responses

There were a number of key themes and suggestions that came out of the free text questions and these are summarised below:

- The importance of **communication** and bringing **different professions** to the decision and influencing table; for example community pharmacists and community area representatives
- Creation of a more **open culture** to improve diversity in system decision making
- Actively encouraging those from **diverse backgrounds** to apply for CCP leadership roles
- **Dedicated development schemes** for new leaders, including leadership, coaching and mentoring opportunities
- Sharing and incorporating **population data, EDI data and public health information** to assist in business and workforce planning
- More planning **time and admin support** required
- **Celebrate success** more
- Opportunities to **showcase** service improvements ideas
- Understanding **system partners** and their roles better

Future survey focus: What's next?

- This report is being made available via a link on the CCP landing page
- Future survey structures will be discussed at the newly established Clinical and Care Professional Assembly which meets for the first time in January
- We will ensure that there are more focused hot topics and fewer questions in forthcoming surveys
- Greater effort will be made to engage with our Mental Health, VSCE and Local Authority colleagues
- We will explore alternative digital solutions to assist us in our approach to single-issue surveys. These may include Apps and other software solutions
- We will work with our Communications colleagues to ensure future surveys are timed to avoid other major system survey dates where possible and to increase the awareness of forthcoming surveys