



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

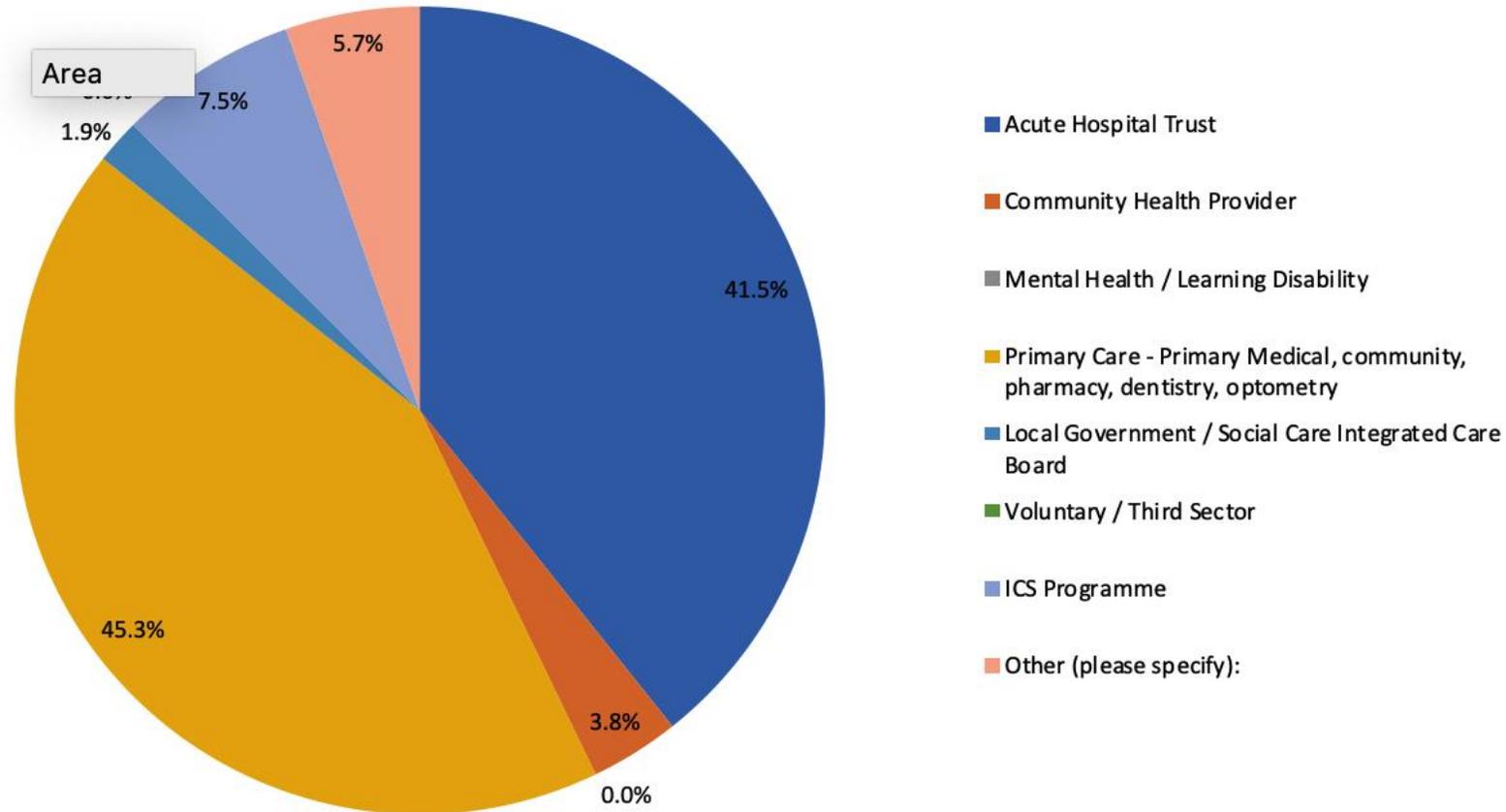
# The questions

- 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

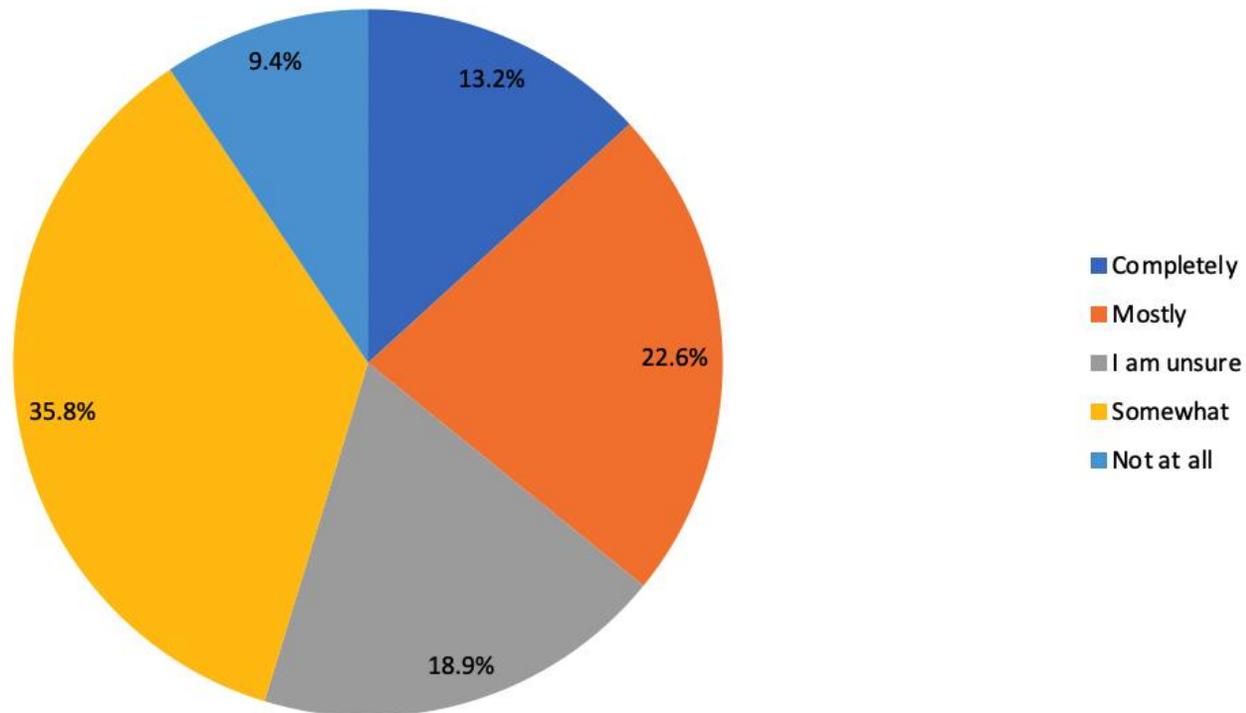
What is your work setting?



# CCP Diversity

## Question 3

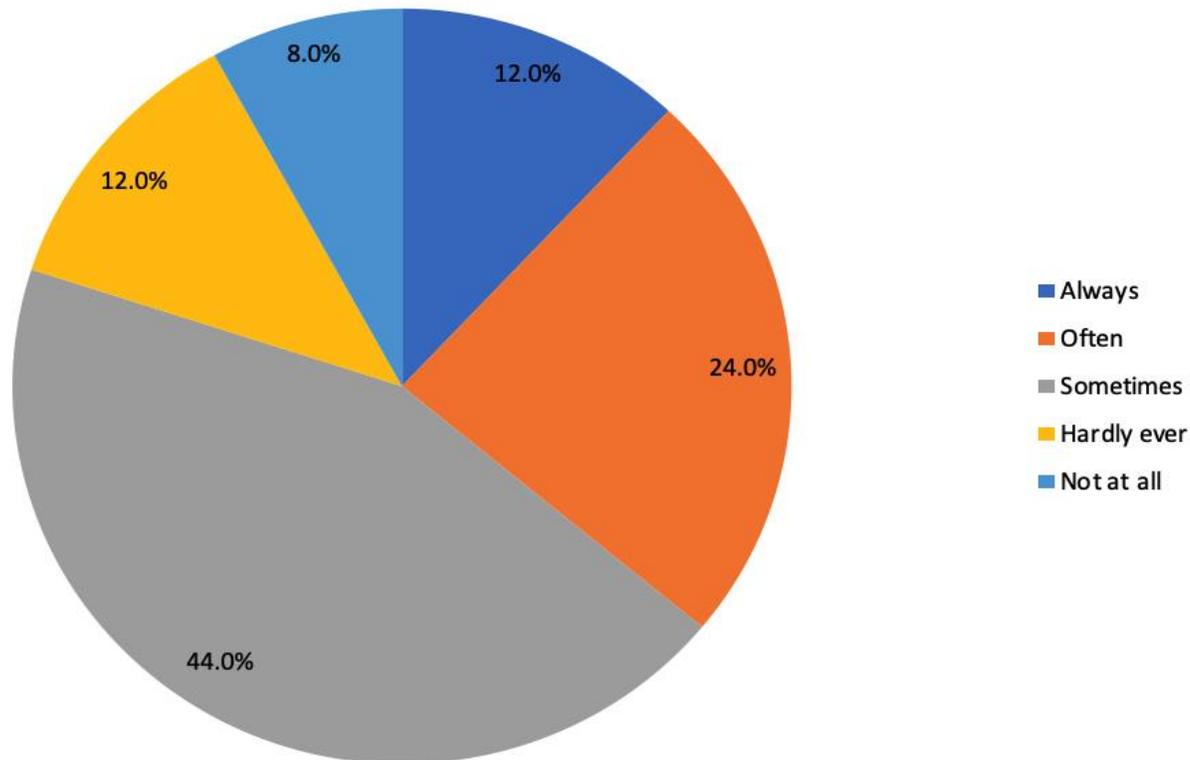
How well does clinical and care professional (CCP) leadership in your organisation reflect the diversity of the communities it serves?



## CCP organisational involvement in Decision making

### Question 6

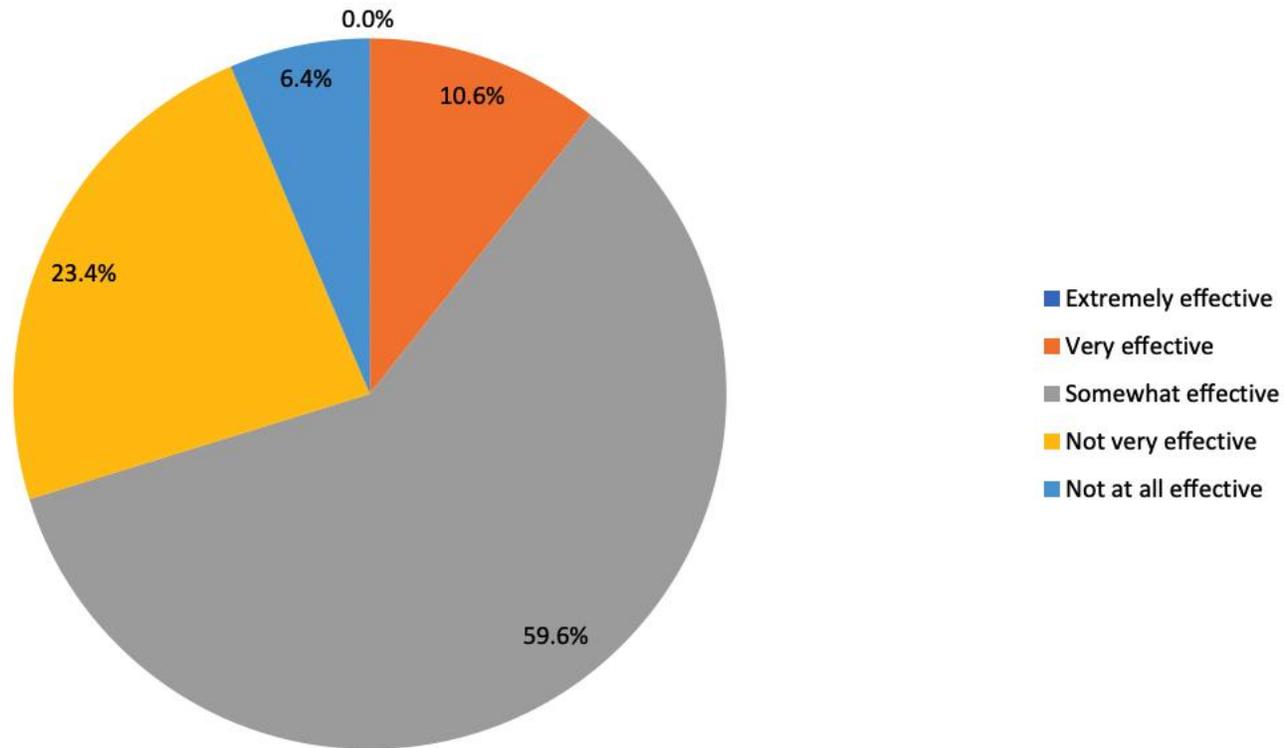
In your experience how much does your organisation involve a range of CCP leaders in its decision making?



# Effectiveness of current CCP Forums

## Question 9

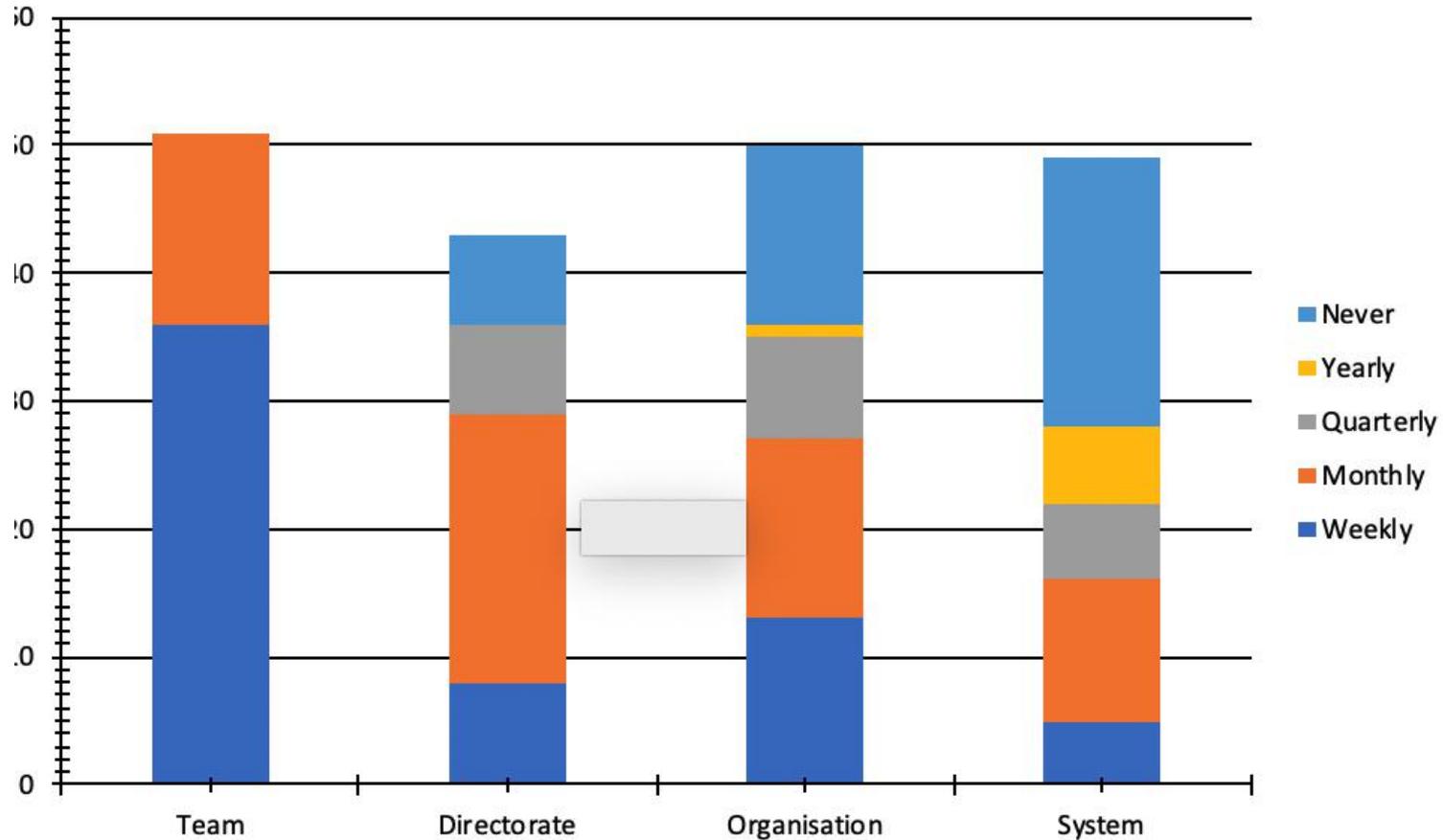
How effective are your current CCP leadership groups/committees/networks?



# Opportunities to share learning

Question 10

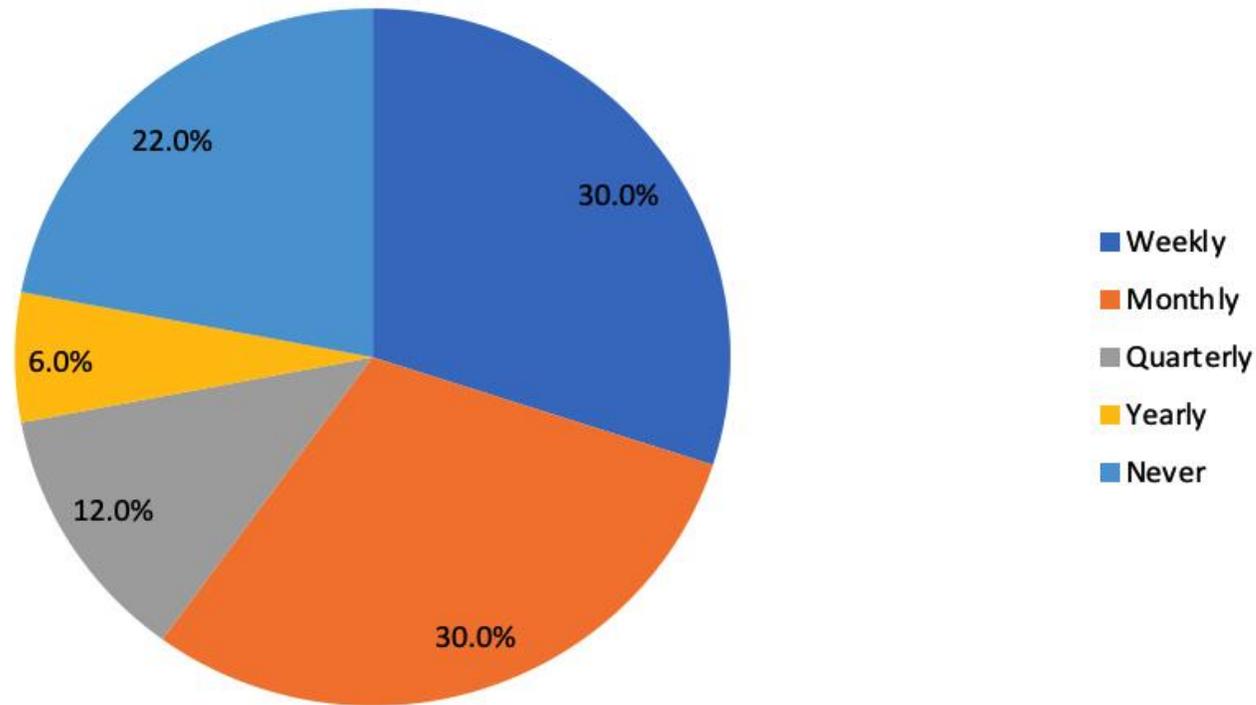
How often are you able to share learning with your...



# Opportunities for collaboration & Innovation

## Question 11

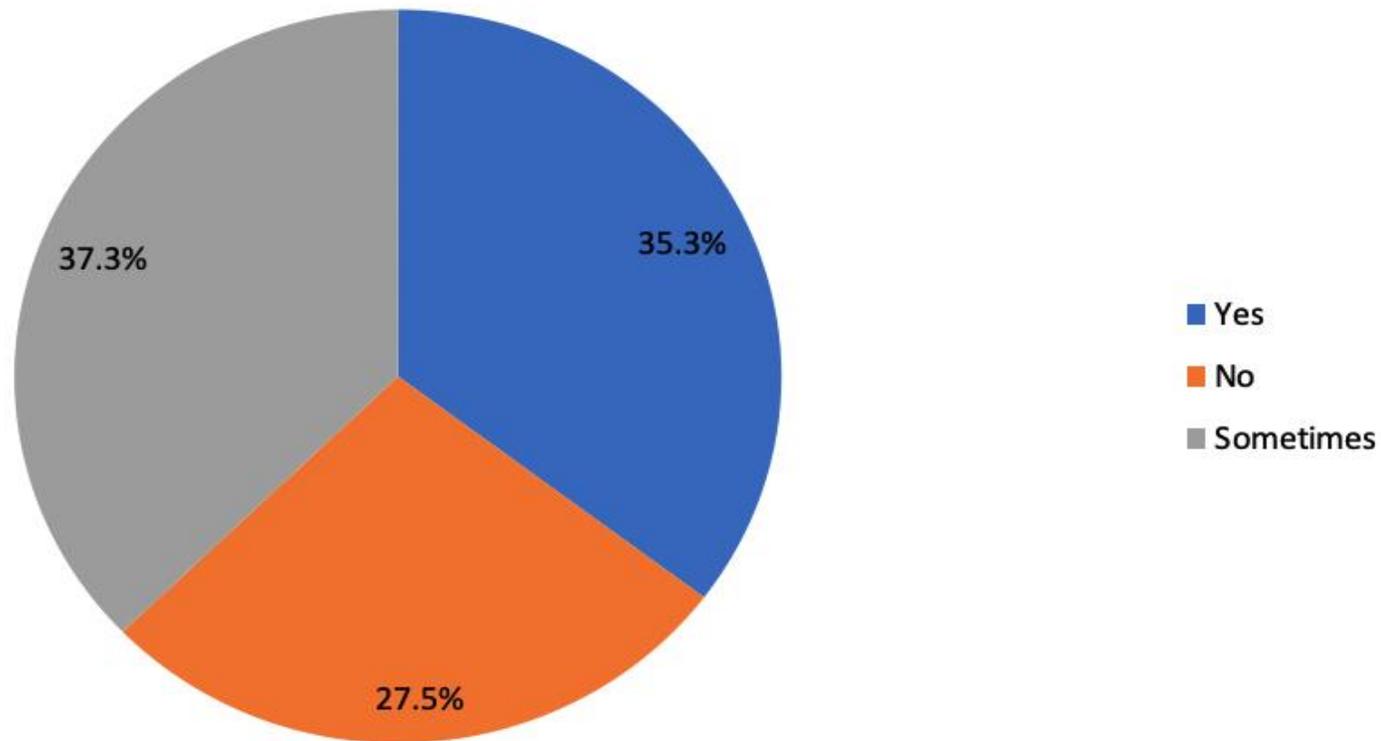
How often are you able to collaborate and innovate with partners?



## 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