



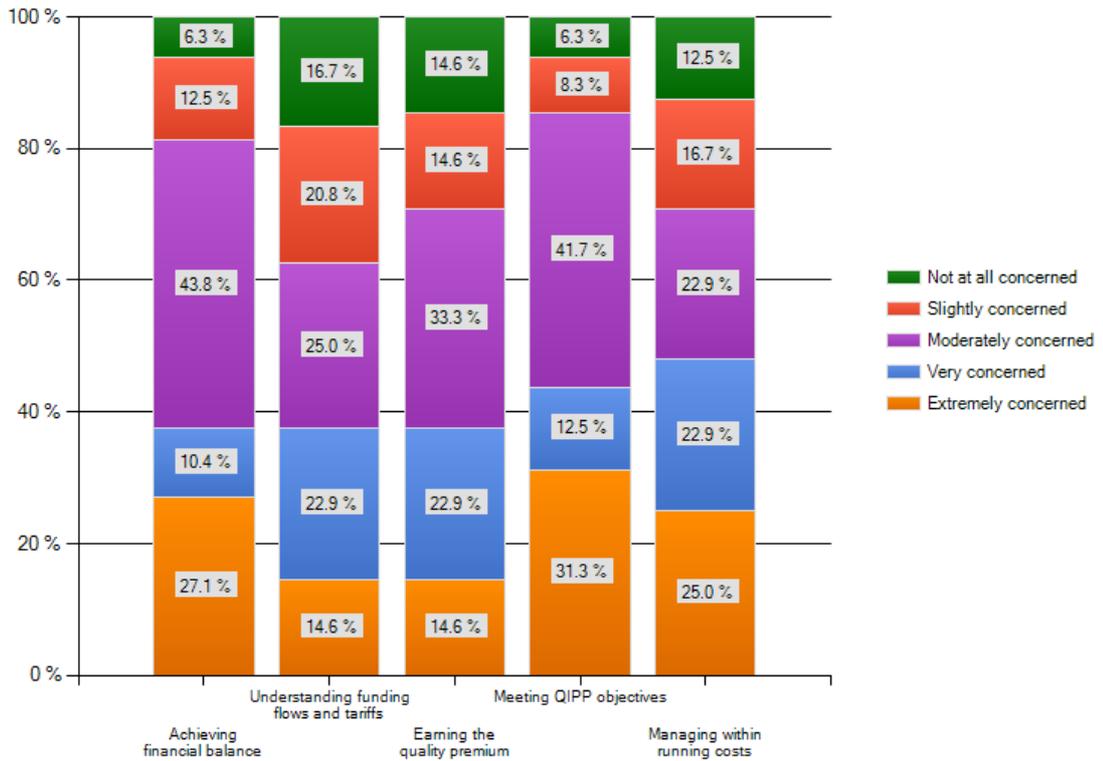
# What keeps CCGs awake at night?

PCC and Capsticks invited CCGs to take part in an online survey conducted as the new commissioning organisations opened for business at the beginning of April 2013.

The charts and notes in the following pages summarise the main findings.

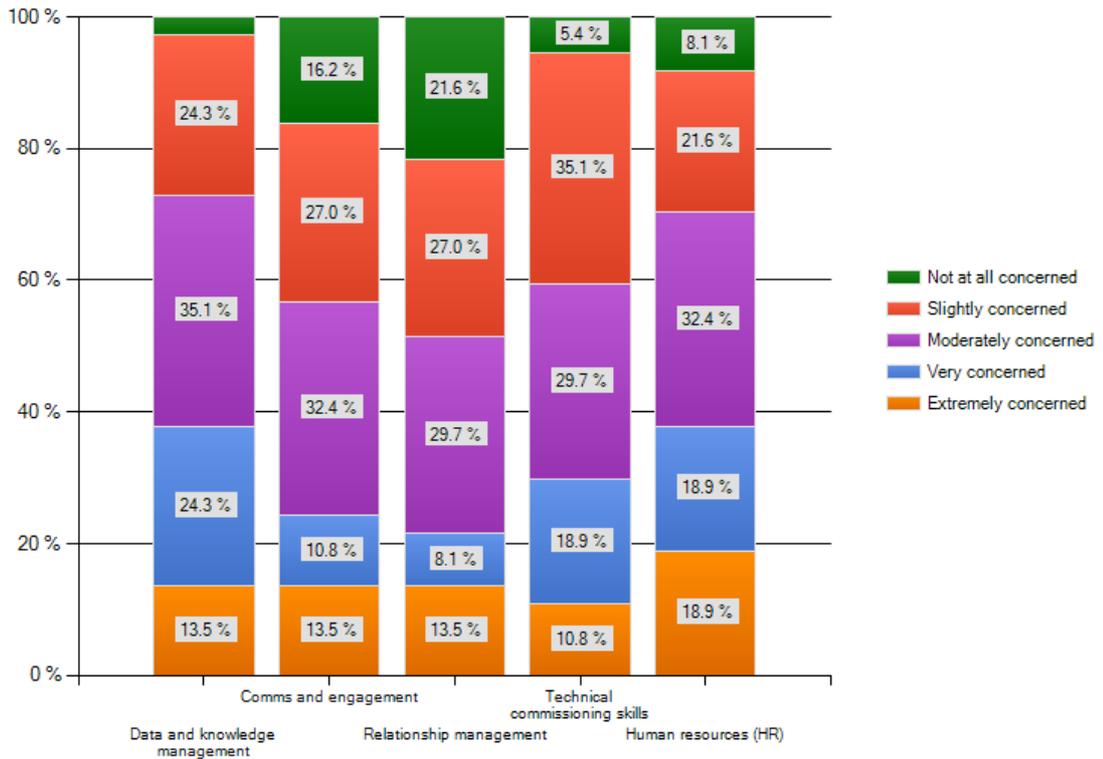
For further information contact [julian.patterson@pcc.nhs.uk](mailto:julian.patterson@pcc.nhs.uk).

**Please rate your level of concern about each of the following financial considerations**



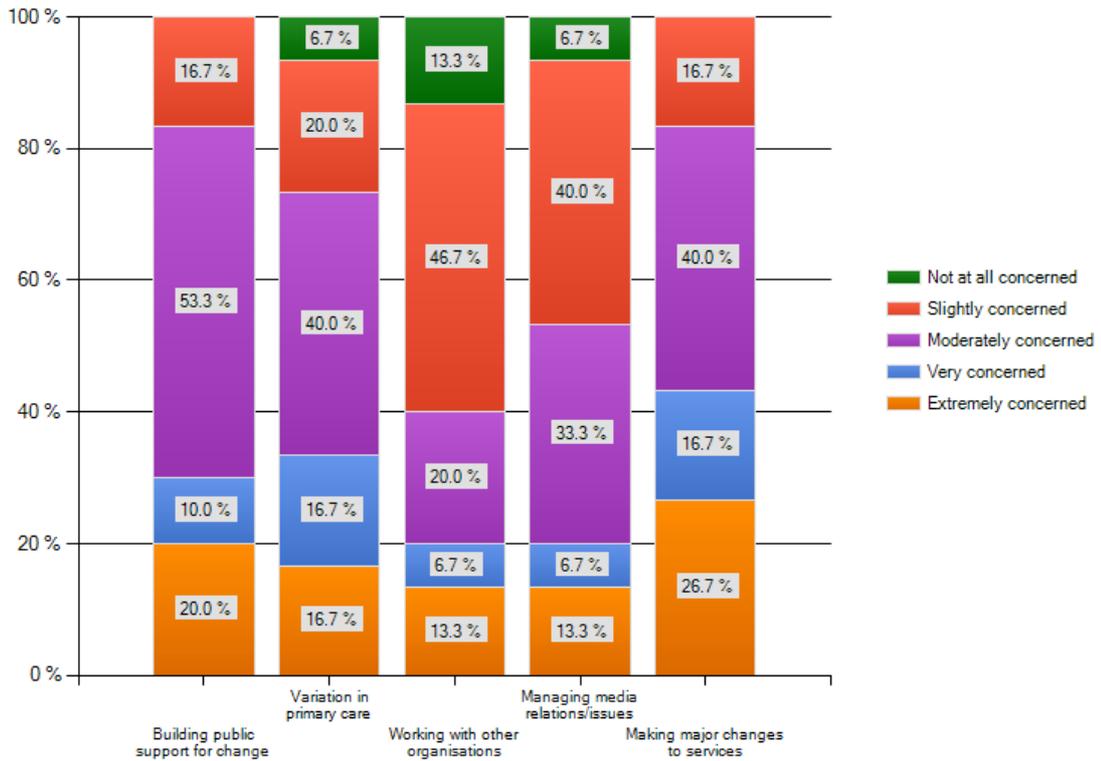
- Financial issues are the source of greatest concern compared with others identified by the survey
- Managing within running costs tops list of serious concerns
- Meeting QIPP objectives a serious concern for nearly half respondents
- Financial balance is at least a moderate concern for more than 80%

**To what extent are you concerned about your CCG's capabilities in each of the following areas of skill and expertise?**



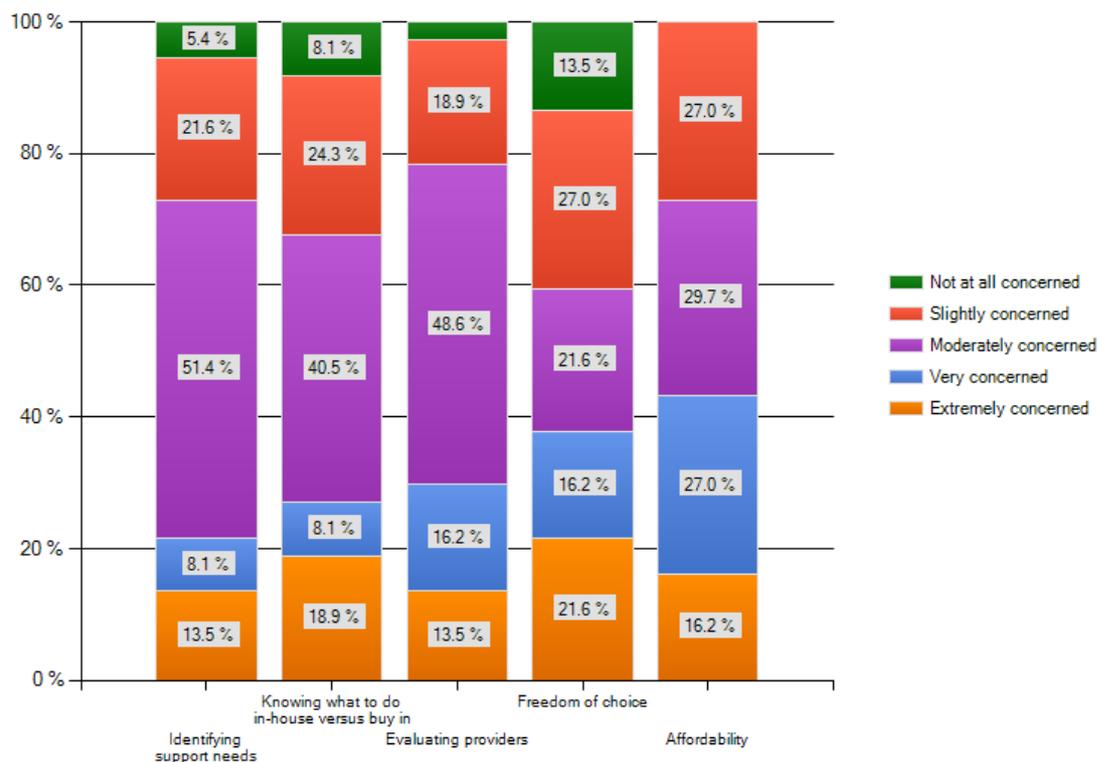
- Communications and engagement not a serious concern for most
- CCGs appear confident they can manage relationships
- Greater concerns around data and HR

**How concerned are you about your organisation's ability to deal with the following challenges?**



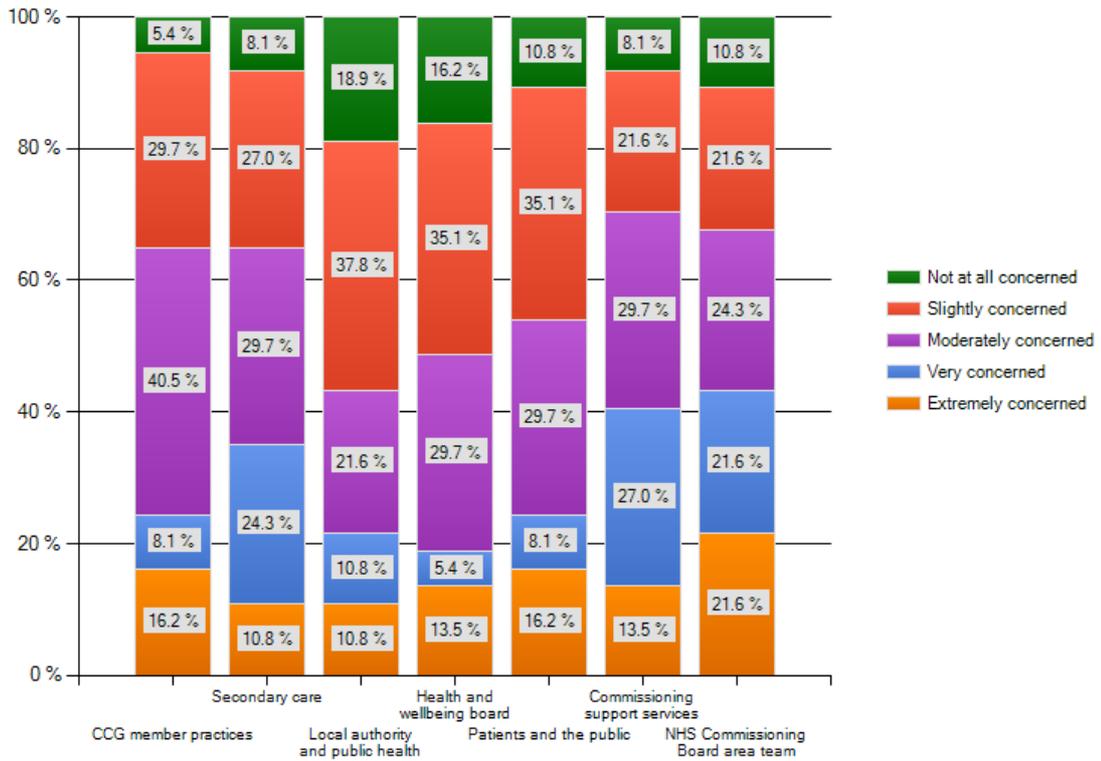
- Major service change is not surprisingly seen as the biggest challenge
- Building public support for change is not far behind but media relations is less of a concern suggesting either that CCGs feel they have it covered or are failing to make the connection between public opinion and the press
- Strong concerns about variation in primary care show that CCGs acknowledge their role as quality stewards and/or that they recognise the importance of high-quality primary care in underpinning wider commissioning plans

**To what extent are the following aspects of commissioning support a cause for concern?**



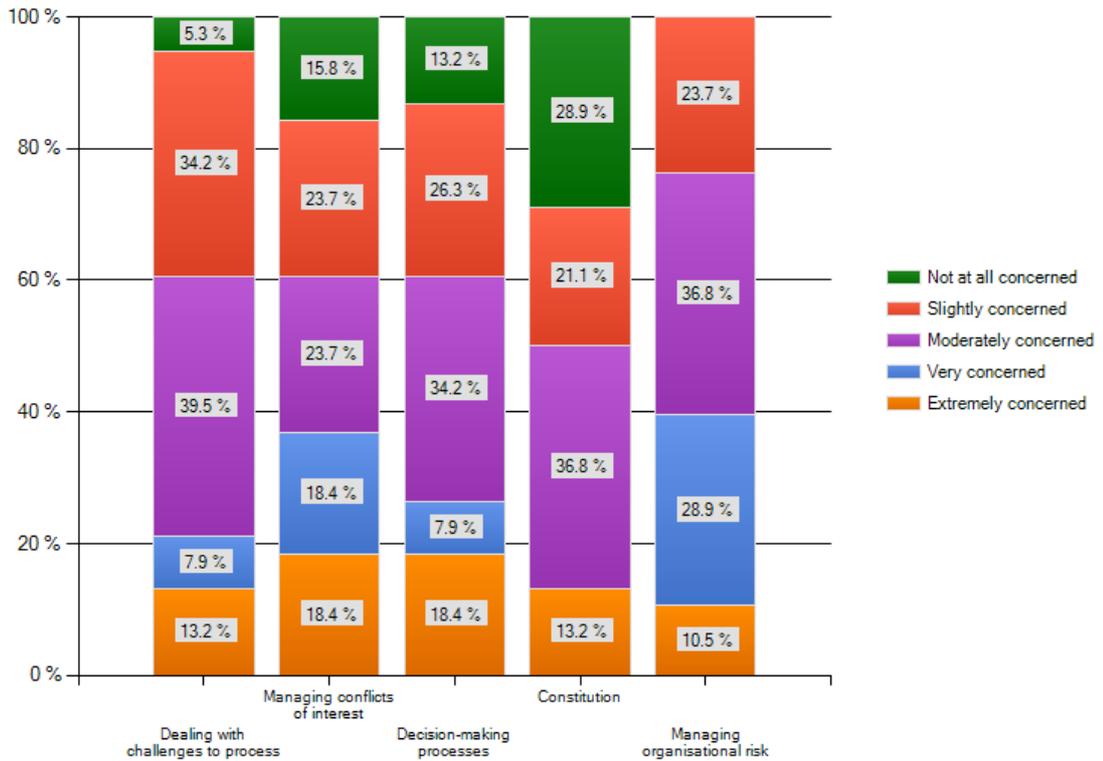
- Affordability tops the list of concerns underlining broader concerns about the viability of the running cost allowance
- Perceived freedom of choice remains a significant concern
- Make or buy dilemmas remain – not surprising given the timing of the survey
- Similarly, many CCGs appear to be unclear about what support they need

**How concerned are you about your ability to form effective working relationships with each of the following?**



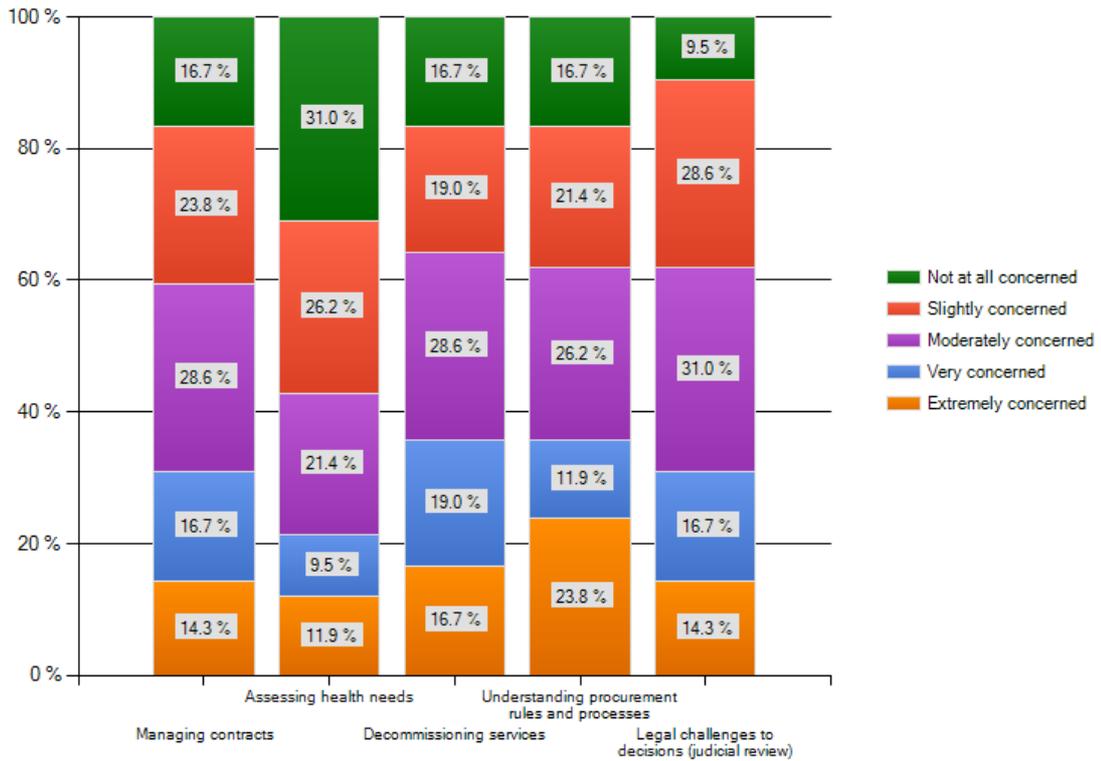
- Relationships of all kinds appear to be worrying CCGs
- Greater concerns around relations with member practices, NHS England (formerly Commissioning Board) area teams and commissioning support services
- Lesser concerns around local authorities and health and wellbeing boards may be because CCGs regard these as less important to the conduct of their business

**Thinking about aspects of organisational governance, how concerned are you by the following?**



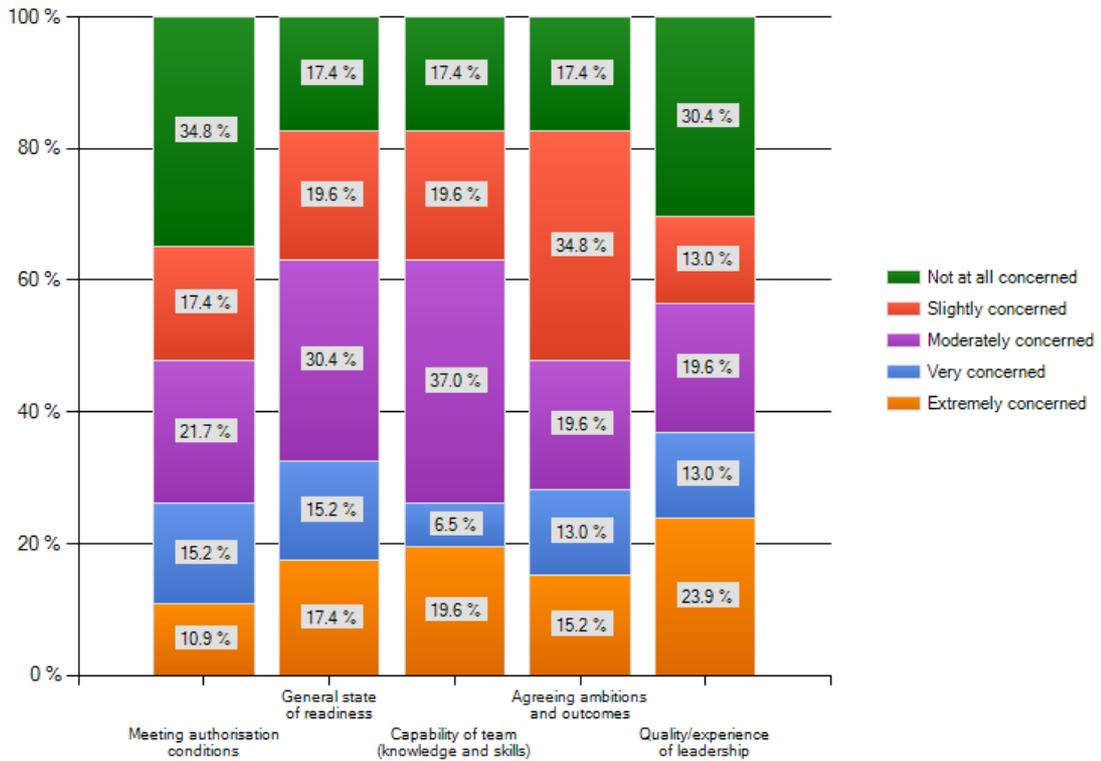
- Managing conflicts of interest and organisational risk emerge as the biggest concerns around governance
- Levels of concern around constitution reflect the fact that CCG constitutions are untested – hence concerns about dealing with challenges to the governance process
- For similar reasons, CCGs do not appear confident about decision-making processes

**How concerned are you about your organisation's capabilities in each of the following areas?**



- Similar levels of concern about the technical commissioning issues (managing contracts and procurement) and the consequences of getting procurement wrong (legal challenge)
- Taking decommissioning decisions is also understandably on CCGs' minds
- CCGs are more confident about the item requiring clinical expertise: assessing health needs

**How concerned are you about your current state of organisational development in the following areas?**



- Leadership a matter of extreme concern for nearly a quarter of respondents
- Great concern too about the knowledge and skills of the wider team
- General state of readiness a natural concern given the timing of the survey
- Timing of the survey a big factor in organisational concerns as teams and processes are untested