

Q1 Part 1 Background This is a tool to help CCGs and their partners to reflect on their decision-making processes, with the aim to help improve the commissioning process. We will ask you to reflect back on the commissioning processes that you have been involved in and identify one that has been particularly challenging. We will ask questions about your own experience, your experience with partners in the commissioning network and the colleagues whom you work with. We focus mainly on knowledge sharing and knowledge use. The results will be reported back to your CCG in an aggregated form only. Your responses are fully confidential and no individual will be identifiable in the report. The survey is distributed to every member of a CCG and its partner organisations. Participation is entirely voluntary. You can skip questions if you do not know how to respond, or withdraw at any time without giving a reason. The tool is free of charge and openly available to all CCGs. By ticking the "I agree" option below, you consent to take part in this study.

I agree (1)

I do not agree (2)

If I do not agree Is Selected, Then Skip To End of Survey

Q2 First, think about the commissioning processes that you have been personally involved in. Which one ticks the most of the criteria listed below? The commissioning process that you have chosen as an example is one that (please tick one or more):

- Involved the most discussions and negotiations (1)
- Was the most difficult process you have been involved in (2)
- Presented the most obstacles to overcome (3)
- Involved taking into account different types of evidence (4)
- Involved many stakeholders (5)
- Was the only commissioning you have been involved in (6)

Q3 In the remainder of this survey, we will ask a number of questions about the commissioning process that you have identified in the previous question. Please provide a label or name for it to remind you of the particular commissioning process you have identified. This label can be the real name or a label only known to yourself. Please write a label or name for the commissioning process that ticks the most of the above boxes:

Q4 How many days per week do you work for the CCG on average?

Q5 Do you have a managerial position in the CCG?

- I don't manage anyone. (1)
- I am the general/most senior manager of the CCG. (3)
- I have managerial responsibilities at the CCG. (4)

Q6 Which group do you belong to? (Please tick one or several)

- Nurse (1)
- Doctor (2)
- PPI (3)
- Other (please specify) (4) _____

Q7 In your view, what triggered the commissioning of \${{QID4/ChoiceTextEntryValue}}?
(please write in the box below)

Q8 Part 2 Which groups were involved in the commissioning of ?

- Primary care (1)
- Secondary care (2)
- Tertiary care (3)
- Social service (4)
- Public health (5)
- Local authority (6)
- Others (please specify) (7) _____

Q9 In the following section, we ask questions about your collaboration with your partners in the commissioning process. Please identify and differentiate between the partner your CCG worked with most frequently during the commissioning of $\{q://QID4/ChoiceTextEntryValue\}$, the partner that was most crucial to the outcome of $\{q://QID4/ChoiceTextEntryValue\}$, and the partner which - in hindsight - you should have worked with more closely during the commissioning of $\{q://QID4/ChoiceTextEntryValue\}$. In your view, who was the partner your CCG worked with most frequently during $\{q://QID4/ChoiceTextEntryValue\}$ and why?

Q10 Who was the partner that in your view was the most crucial to the outcome of $\{q://QID4/ChoiceTextEntryValue\}$ and why? Please note your answer in the box provided:

Q11 Who was the partner, which - in hindsight - you should have worked with more closely during $\{q://QID4/ChoiceTextEntryValue\}$ and why?

Q12 Here is the space for you if you wish to comment on the three questions above.

Q13 To what degree do you agree with the following statements about the partners in commissioning of \$ {q://QID4/ChoiceTextEntryValue}?

	Partner most crucial to outcome					Partner we should have worked with more closely				
	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
The relationship with this partner was mutually trusting. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This partner kept their promises to our CCG. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our CCG was sure what this partner said was true. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14 Here is the space for you if you wish to comment on the question above.

Q15 How frequently did you exchange relevant information or knowledge with your colleagues in the CCG involved in the commissioning of $\{q://QID4/ChoiceTextEntryValue\}$?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I was kept informed of what my CCG colleagues knew about $\{q://QID4/ChoiceTextEntryValue\}$. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I needed certain information about $\{q://QID4/ChoiceTextEntryValue\}$, I asked my CCG colleagues. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I informed my CCG colleagues of what I was working on related to $\{q://QID4/ChoiceTextEntryValue\}$. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I learnt something new related to $\{q://QID4/ChoiceTextEntryValue\}$, I made sure my CCG colleagues learnt about it too. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Here is the space for you if you wish to comment on the question above.

Q17 How frequently did your colleagues in the CCG involved in the commissioning of exchange relevant information or knowledge with each other?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
CCG colleagues shared relevant information or knowledge with one another. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a colleague in the CCG had some relevant information or knowledge, he or she was not likely to tell the others about it. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CCG colleagues provided each other with hard-to-find relevant information or knowledge. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Here is the space for you if you wish to comment on the question above.

Q19 Think about your colleagues in the CCG who were involved in the commissioning of when making decisions about . To what extent do you agree with each of the following?

	Strongly Disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
They helped me if I had difficulties with my CCG related job. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They took my interests into account. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They kept me informed. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They kept their word. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They had the best interest of service users at heart. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They had the best interest of their own practice/organisation at heart. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They had the best interest of their professional group at heart. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20 Here is the space for you if you wish to comment on the question above.

Q21 How often did you feel each of the following during the commissioning process of \$q://QID4/ChoiceTextEntryValue\$?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
Angry (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frustrated (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disappointed (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anxious (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fed up (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Let down (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Happy (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surprised (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfied (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pleased (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q22 Here is the space for you if you wish to comment on the question above.

Q23 During the commissioning process of \$ {q://QID4/ChoiceTextEntryValue} , how frequently did you try to do the following in your CCG?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I tried to bring about improved procedures. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I tried to correct a faulty procedure or practice. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I tried to eliminate redundant or unnecessary procedures. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I tried to change organisational rules, procedures, and policies that were non-productive or counter productive. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I spoke up with ideas for changes in work procedures of the CCG. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I communicated opinions about CCG related work issues to others even if my opinions differed or others disagreed. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I developed and made recommendations on CCG related work issues. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q24 Here is the space for you if you wish to comment on the question above.

Q25 Please indicate the extent to which you agree with the following statements for yourself and your professional group during the commissioning of \$ {q://QID4/ChoiceTextEntryValue}.

	My voice					The voice of my professional group				
	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
...was heard by the CCG general manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...had influence over commissioning decision (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...should have had more influence (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q26 Here is the space for you if you wish to comment on the question above.

Answer If Do you have a managerial position in the CCG? > Is Selected Or Do you have a managerial position in the CCG? > I don't manage anyone. Is Selected Or Do you have a managerial position in the CCG? > I have managerial responsibilities. Is Selected

Q27 How frequently did the CCG general manager engage in the following behaviours with the CCG colleagues involved in the commissioning of $\{q://QID4/ChoiceTextEntryValue\}$?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
Encouraged us to express ideas/suggestions. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listened to our ideas and suggestions. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Used our suggestions to make decisions. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gave us a chance to voice their opinions. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considered our ideas when he/she disagreed with them. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made decisions that were based only on his/her own ideas. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer If Do you have a managerial position in the CCG? I am the general/most senior manager of the CCG. Is Selected

Q28 How frequently did you engage in the following behaviours with your CCG staff involved in the commissioning of $\{q://QID4/ChoiceTextEntryValue\}$?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
Encouraged them to express ideas/suggestions. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listened to their ideas and suggestions. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Used their suggestions to make decisions. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gave them a chance to voice their opinions. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considered their ideas when he/she disagreed with them. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made decisions that were based only on my own ideas. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q29 Here is the space for you if you wish to comment on the question above.

Q30 How frequently did you engage in the following to help the commissioning decision making of \$ {q://QID4/ChoiceTextEntryValue} ?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I used the IT system in place. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I actively participated in meetings where end service users were involved. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I actively participated in public and community events. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I searched for relevant information. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I acquired relevant information. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I used the standardised national statistics for information. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I identified gaps in existing information. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q31 Here is the space for you if you wish to comment on the question above.

Q32 Looking back on the commissioning process of \${q://QID4/ChoiceTextEntryValue}, how frequently did your CCG team engage in the following?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
Checked how satisfied partner \${q://QID10/ChoiceTextEntryValue} was with the commissioning process. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Checked how satisfied partner \${q://QID11/ChoiceTextEntryValue} was with the commissioning process (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Checked how satisfied partner \${q://QID12/ChoiceTextEntryValue} was with the commissioning process (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked for feedback from internal and external customers on the results. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Checked how well we performed as a team. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q33 Here is the space for you if you wish to comment on the question above.

Q34 How frequently did your CCG carry out the following activities in relation to the commissioning of ?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
Reviewed the feasibility of our objectives. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discussed the methods used to get the job done. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discussed whether we were working effectively together. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modified our objectives in light of changing circumstances. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviewed our approach to getting the job done. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adopted new ways of doing things from other CCGs. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tried new ways of doing things and sought unusual, novel solutions. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraged people to think and behave in original and novel ways. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35 Here is the space for you if you wish to comment on the question above.

Q36 Looking back on the commissioning process of $\{q://QID4/ChoiceTextEntryValue\}$, how frequently did you carry out the following activities in the CCG?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I communicated ideas across the CCG. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I appreciated support from other colleagues in the CCG to solve problems. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I communicated knowledge I obtained promptly to all other colleagues in the CCG. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I met other colleagues in the CCG periodically to interchange new developments, problems, and achievements. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37 Here is the space for you if you wish to comment on the question above.

Q38 Looking back on the commissioning process of \$ {q://QID4/ChoiceTextEntryValue}, how frequently did you engage in the following?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I used the collected information. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prepared new knowledge for future use. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I linked existing knowledge with new insights. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I applied new knowledge in my practical work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q39 As a consequence of \$ {q://QID4/ChoiceTextEntryValue}, how often did you engage in the following activities?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I supported the development of new practices/technologies in the CCG. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I incorporated feedback in my CCG work. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When a new idea met resistance within the CCG, I put in a great deal of effort to guarantee the idea was brought to fruition. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q40 Here is the space for you if you wish to comment on the two questions above.

Q41 How would you rate different aspects of the quality of the commissioning process of \${{q://QID4/ChoiceTextEntryValue}}?

	Poor (1)	Acceptable (2)	Average (3)	Good (4)	Excellent (5)
The decision of what services were needed. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring needed services were provided. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comparing to other CCGs that you are familiar with. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of resources (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to meet objectives (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q42 Considering the resources available, how acceptable was the outcome of the commissioning of \${{q://QID4/ChoiceTextEntryValue}}?

_____ How acceptable was your outcome? (1)

Q43 Here is the space for you if you wish to comment on the two questions above.

Q44 How much influence do you think each of the following groups had in the commissioning of \${{q://QID4/ChoiceTextEntryValue}}?

_____ Managers (1)

_____ Doctors (2)

_____ Nurses (3)

_____ Local authority (4)

_____ PPI (5)

_____ Other (please specify) (6)

Q45 Here is the space for you if you wish to comment on the question above.

Q46 Click YES if you wish your response to the next two questions to be only seen by researchers from the University of Warwick, but not to appear in the anonymised summary to your CCG.

Yes (1)

No (2)

Q47 What were the barriers and facilitators of ? (For example, structure, process, people)Barriers (please write in the box below)

Q48 What are the facilitators (please write in the box below)? (For example, structure, process, people)

Answer If Do you have a managerial position in the CCG? >>I don't manage anyone. Is Selected Or Do you have a managerial position in the CCG?

I
have managerial responsibilities. Is Selected

Q49 Part 3 General questions about your CCG Now think about your CCG in general, to
what extent do you agree with the following statements?

	Strongly Disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
I wish I had more influence over the manager's decision. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I share my opinion about sensitive issues with the manager even if my opinion may be unpopular. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If the CCG manager asks why a problem happened, I speak freely even if I am partly to blame. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager and I have mutual trust. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel a strong sense of belonging to my CCG. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel personally attached to my CCG. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working at my CCG has a great deal of personal meaning to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I really feel that problems faced by my CCG are also my problems. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Answer If Do you have a managerial position in the CCG? >>I am the general/most senior manager of the CCG. Is Selected

Q50 Part 3 General questions about your CCG Now think about your staff in the CCG and your CCG in general, to what extent do you agree with the following statements?

	Strongly Disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
My staff wish they had more influence over the decision. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
They share their opinion about sensitive issues with me even if their opinion may be unpopular. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I ask why a problem happened, they speak freely even if they are partly to blame. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My staff and I have mutual trust. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel a strong sense of belonging to my CCG. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel personally attached to my CCG. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working at my CCG has a great deal of personal meaning to me. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I really feel that problems faced by my CCG are also my problems. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q51 Here is the space for you if you wish to comment on the question above.

Q52 Think about your CCG in general. Please indicate the extent to which you agree with each of the following.

	Strongly Disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
When someone criticises the CCG, it feels like a personal insult. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very interested in what others think about my CCG. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I talk about this CCG, I usually say 'we' rather than 'they'. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone praises the CCG, it feels like a personal compliment. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An efficient IT system is in place to help our decision-making. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We involve end users to inform our . (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am required to attend meetings/events where end users are involved. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community and other public sector events are held to help with our decision making. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am required to attend community and other public sector events. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q53 Here is the space for you if you wish to comment on the question above.

Q54 Think about your CCG, please indicate the extent to which you agree with the following statements.

	Strongly Disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
I know the functions of other colleagues in my CCG. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my CCG know each other's job/function. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly have interactions with other colleagues in my CCG. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my CCG regularly have interactions with each other. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We hardly ever meet other colleagues in my CCG. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q55 Here is the space for you if you wish to comment on the question above.

Q56 Part 4 Demographic questions Are you: gender

- Male (1)
- Female (2)

Q57 What is your age?

- 20 or younger (1)
- 21-25 (2)
- 26-30 (3)
- 31-35 (4)
- 36-40 (5)
- 41-45 (6)
- 46-50 (7)
- 51-55 (8)
- 56-60 (9)
- 61-65 (10)
- 66 and over (11)

Q58 What is your ethnicity?

- Arab (1)
- Asian or Asian British (2)
- Black or Black British (3)
- Chinese (4)
- Mixed - White and Asian (6)
- Mixed - White and Black (7)
- White - British (8)
- Not known (9)
- Information refused (5)
- Other (please specify) (10) _____

Q59 Part 5 Feedback and comments Thanks very much for your time! You have reached the end of the tool. As members of the pilot project, may we ask your feedback on the tool, please? How clear were the questions in general?

Q60 Here is the space for you if you wish to comment on the question above.

Q61 How relevant were the questions for the commissioning decision-making process?

Q62 What in your view are we missing?

Q63 Was it clear to you who we meant with the following terms?

	Yes (1)	Not entirely sure (2)	No (3)
Partner (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your colleagues in the CCG who were involved in the commissioning of of \${q://QID4/ChoiceTextEntryValue} (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your professional group (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CCG general manager (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your CCG team (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q64 Here is the space for you if you wish to comment on the question above.

Q65 If you would like to make any other comments about the CCG, here is the space for you: