

Procurement Services

ECC Annual Relationship Management Survey 2018

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Essex County Council

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2018 Survey Headline Data Officers

**85 responses
which is 193%
more compared to
2017 survey, giving
a more reliable
gauge of opinion**

**7% increase in
overall score,
compared to 2017
survey (2.55 vs
2.36)***

**Commissioning
Officers scored
low, particularly for
Share and Trust**

**Scores have
improved for each
question year on
year, except
'Manage Conflicts'
which has shown a
slight reduction in
score when
compared to 2017.**

**Trust & Strategic
Direction continue
to score the lowest**

Note: Scores are out of a
maximum of 4

2018 Survey Headline Data Providers

**Lowest scores were
given by Medium-sized*
providers and those
with 25-50% ECC
Service Users**

*** Those with 50-249 employees**

**7% increase in
overall score,
compared to
2017 survey
(2.65 vs 2.46)**

**97 responses
which is 14 fewer
than the 2017
survey**

**Improvements
for Small
businesses and
those working
with 18-64 age
group**

**Improvements
made in North
Essex – Integration
(+54%) & Strategic
Direction (+44%)**

Note: Scores are out of a
maximum of 4

2018 Survey Recommendations

- Concentrate on front line relationships. Look into whether training would be beneficial to groups / departments. Possibly joint training.
- Build internal relationships between ECC departments. If queries are being passed around departments it would appear there is disjointed working internally. To initially identify where the weak links are.
- Review whether an embedded social worker per provider / home is possible. This would mean relationships could be built between social worker and provider and has potential to increase responsiveness between providers and ECC.
- Recommendations for improvements to relationships to be emailed to ContractManagementAdults@essex.gov.uk. This can be from Officer or Provider.

Background

In 2016 ECC produced a report on its relationship with Adult Social Care providers. The paper included a recommendation (2d as detailed below) to conduct an annual survey of its providers and officers to measure the development of the relationships. We chose to do this through a Provider Survey and a separate Officer Survey.

Report recommendation

2d. In order to measure the health and development of relationships between providers and ECC, it is recommended that the survey is repeated annually but noting there is a need for a greater response rate from providers to make it more reliable. Providers should take more responsibility for ensuring a greater number of responses are returned.

The first survey (2016) received a low response from providers and it was hoped that this would improve in future surveys.

Previous Surveys

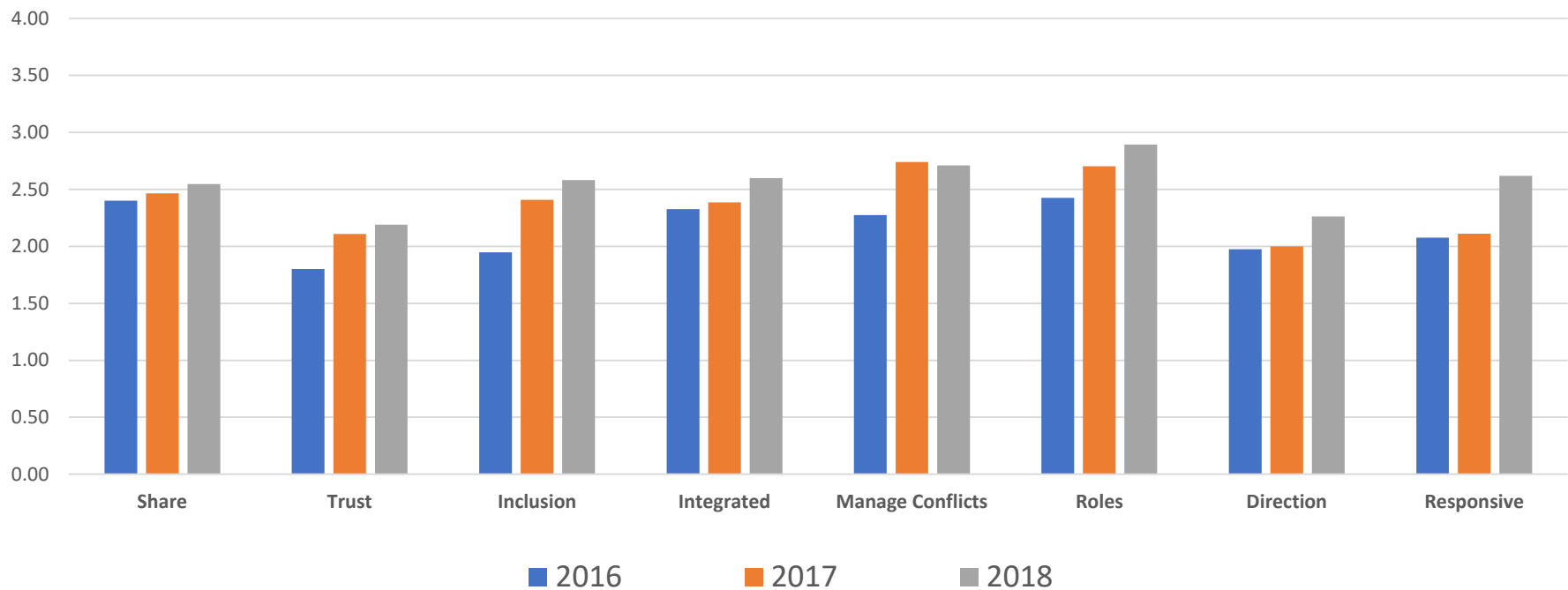
Results from previous surveys can be [accessed here](#)

Actions from 2017 Survey

- The Quadrant Provider Forums now have Health presence at each one to ensure whole system discussions. Providers are also asked to submit ideas for discussion points for the next meetings.
- ECC has continued to build it's relationship with the Essex Care Association, funding a Director of Development position as well as paying for 12 month membership for smaller providers
- Structure charts have been added to the Care Provider Information Hub, giving access to contact information for ECC departments
- Further development of the Hub to ensure up to date information is available to providers 24/7
- Collaboration with providers prior to procurement activity (eg. IRN and Live at Home)

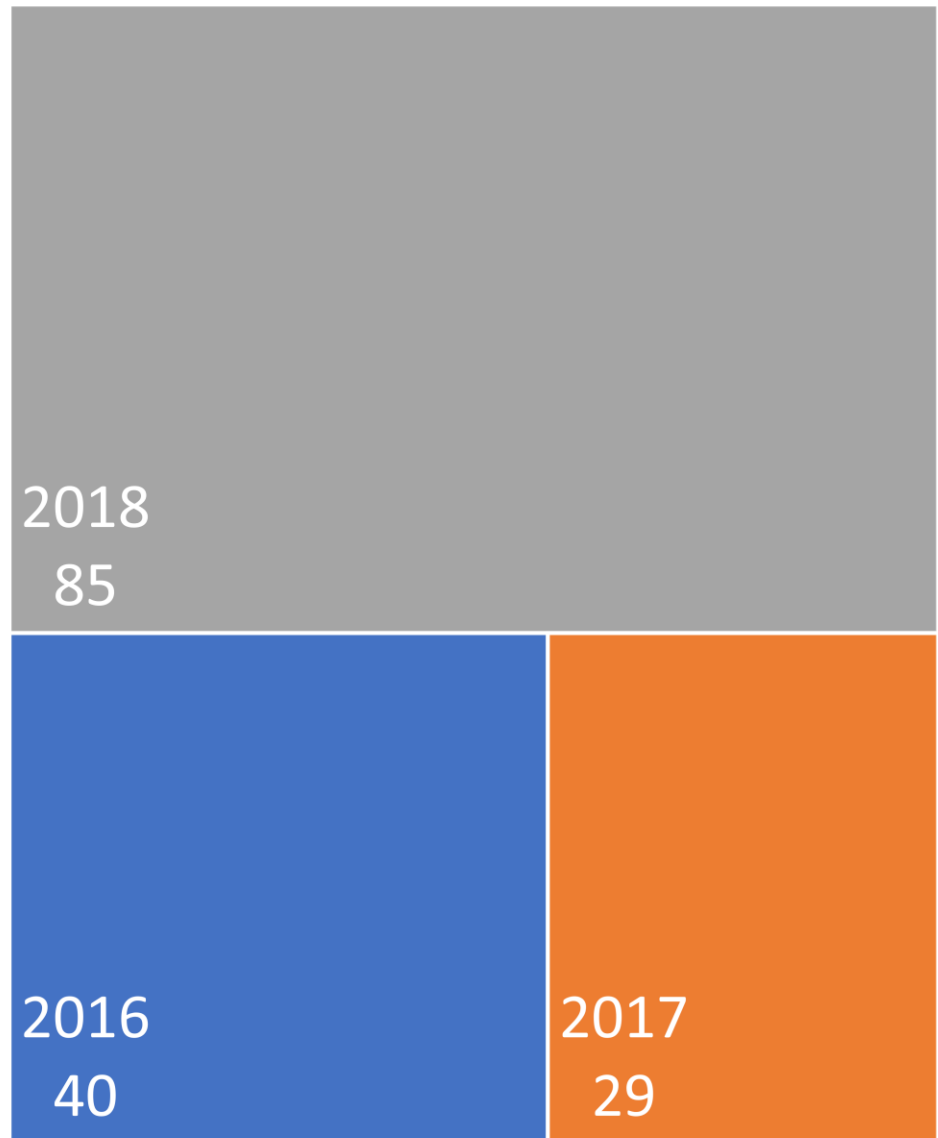
Officer Survey – Quantitative analysis

Average Score by Question
Survey Comparison by previous results

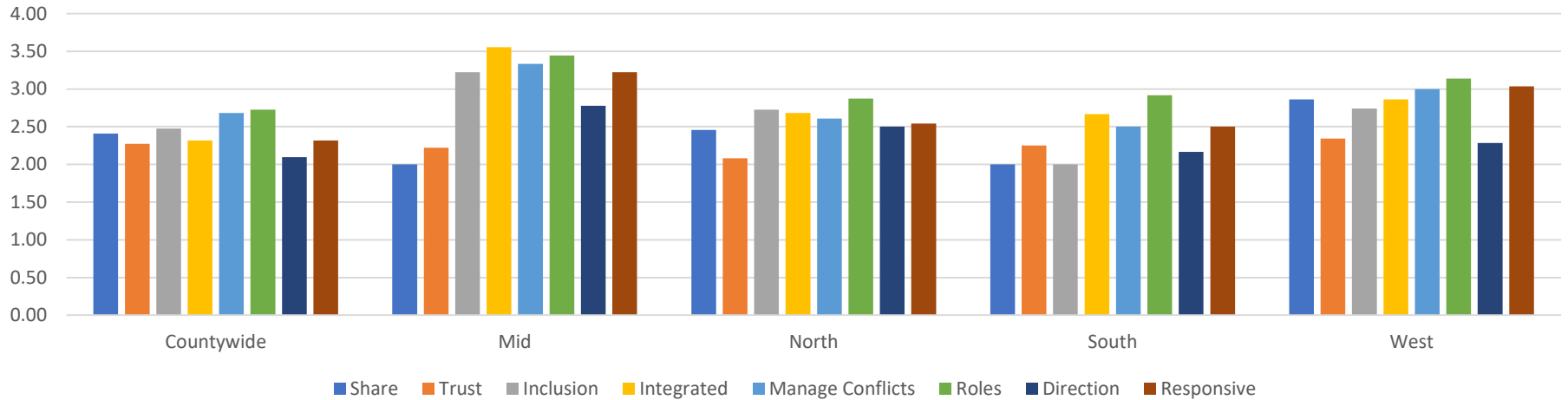


Total ECC Staff Responses

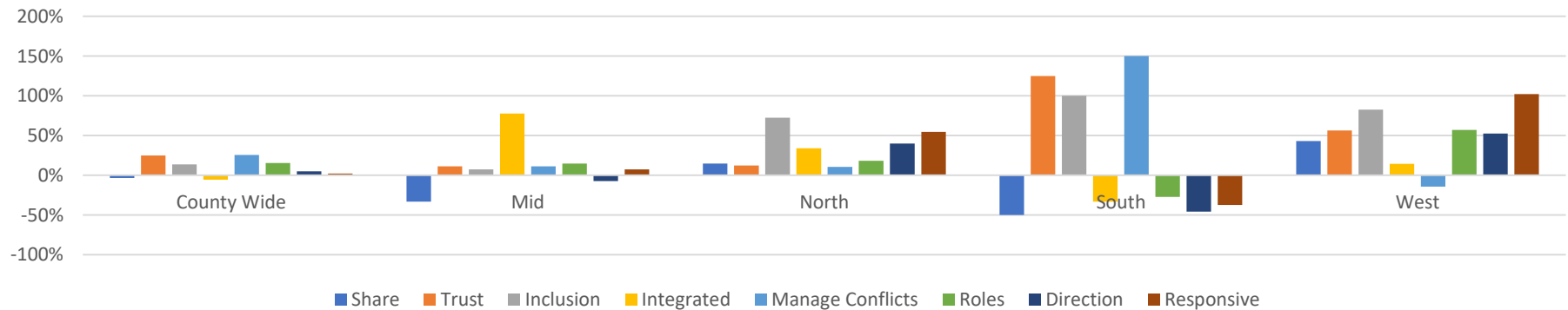
Officer response levels increased significantly when compared to 2017.



Average Score by question and quadrant



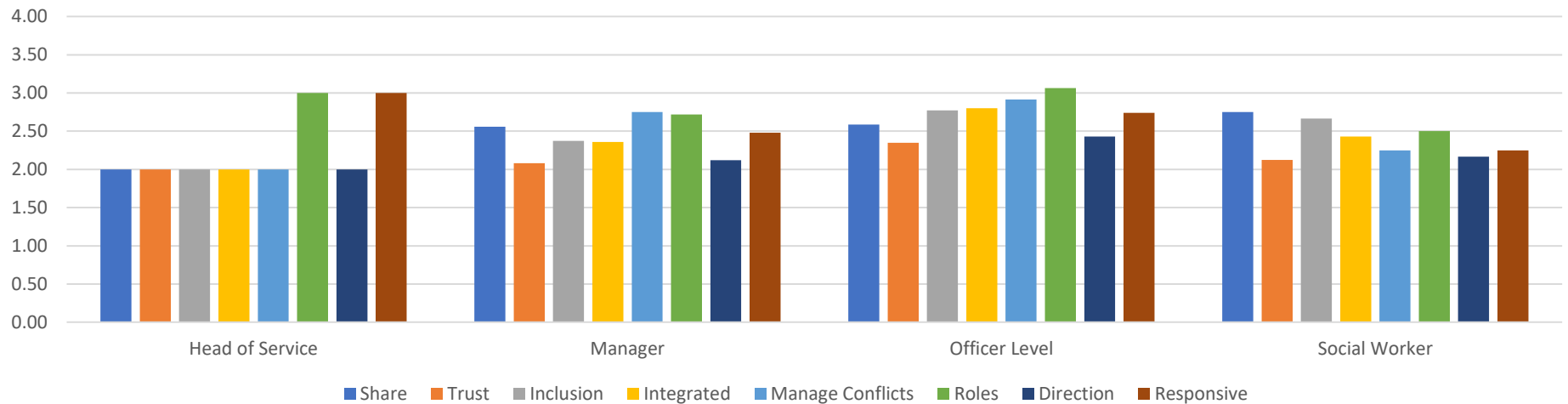
% Score Comparison by question and quadrant vs 2017



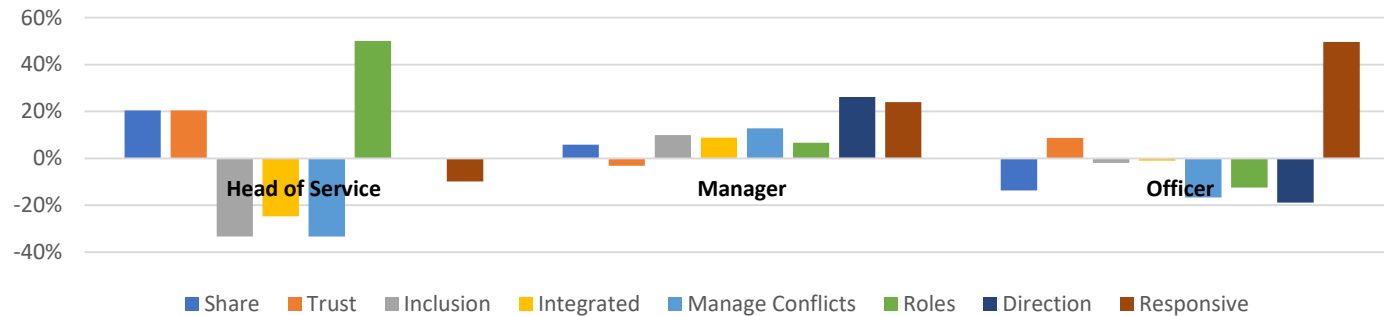
Mid and West Quadrants gave the highest scores* overall, while South scores are the lowest and the only quadrant to see an overall drop in score compared to the previous year (despite improvements in some areas)

*Scores above are from those working solely in one of the quadrant areas. Responses from those who work across multiple areas are not reflected

Average Score by question and role



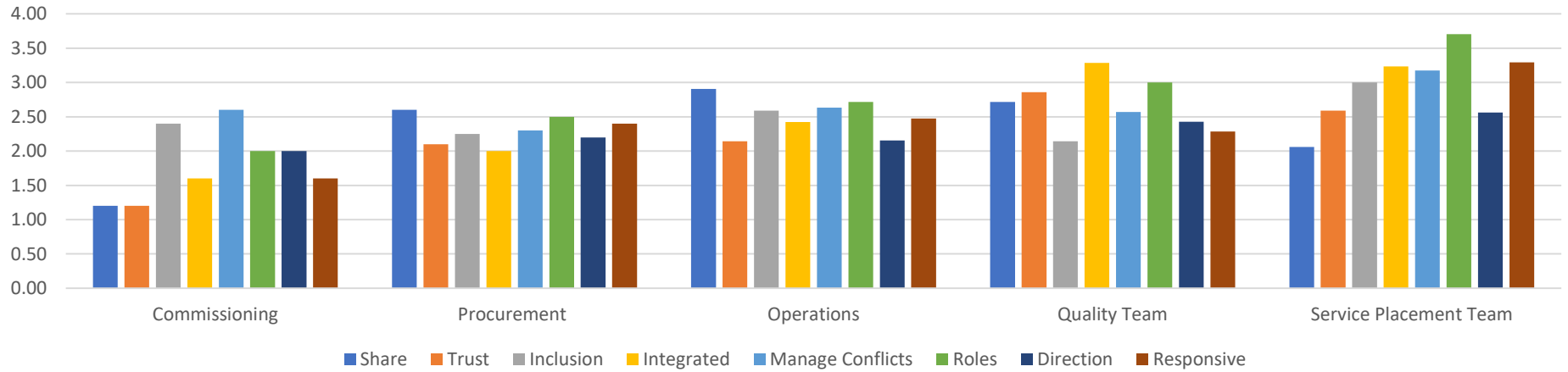
% Score Comparison by question and role vs 2017



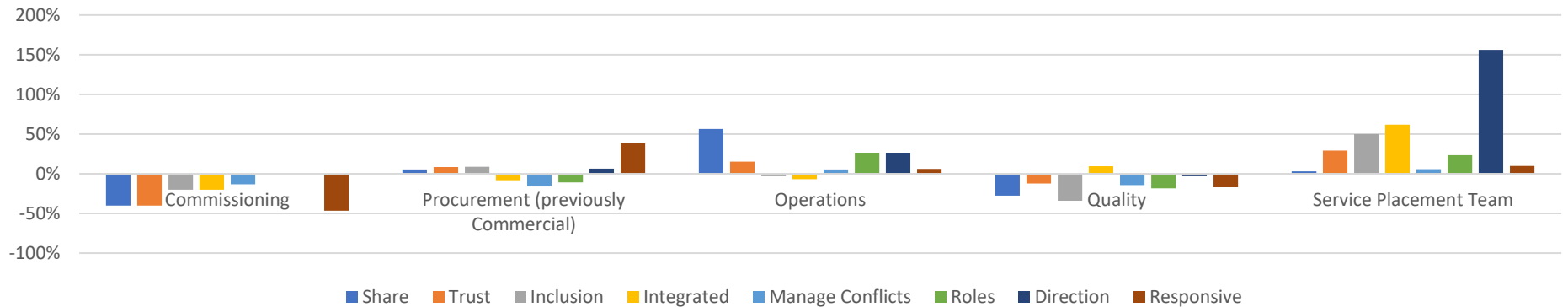
Note: Scores comparisons for social workers are not possible due to the data not being available for previous years.

Only 1 Head of Service responded to the 2018 survey, and so comparisons to previous years should be done with caution. Most notable are the officer scores, which are based on a much larger number of responses to the previous year.

Average Score by question and Department

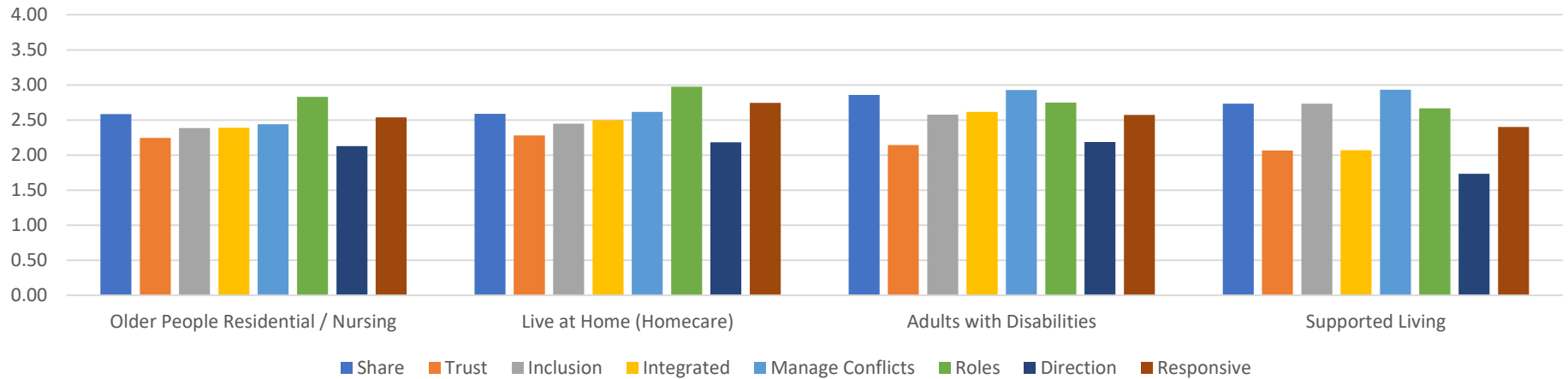


% Score Comparison by question and Department vs 2017

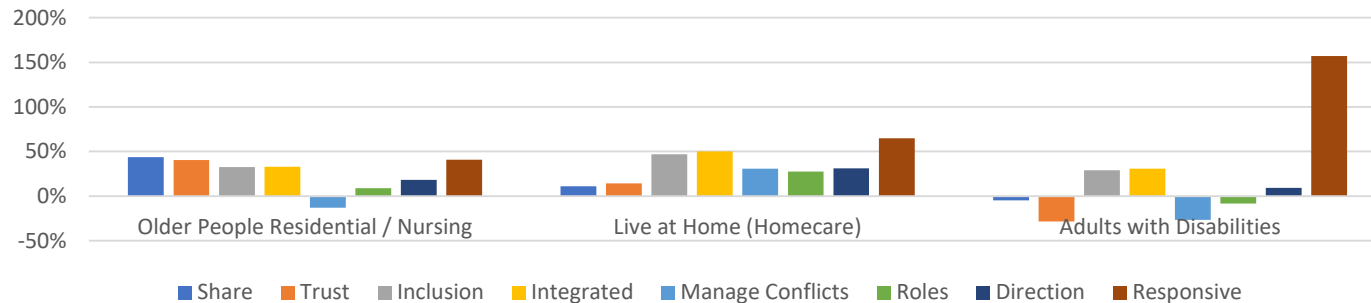


The biggest drop in scores compared to the previous survey is from Commissioning and Quality Team officers. The biggest rises in scores are from SPT. Quality Team and SPT scores remain the highest overall.

Average score by Service Area and question



% Score Comparison by question and Service Area vs 2017



Note: Scores comparisons for Supported Living is not possible due to the data not being available for previous years.

Low scores for Supported Living should be noted in Trust, Integration and Direction. Overall, scores for Adults with Disabilities are the highest.

*Scores above are from those working solely in one of the service areas. Responses from those who work across multiple areas are not reflected

Officer Survey Analysis

- Overall scores have increased (7%), which is good given higher number of officer responses
- Trust and Strategic Direction are still barriers, although the latter has shown a 12% increase in score from the previous year
- The biggest improvement has been in Responsiveness (+19%)
- Commissioning Team scores were the lowest, only scoring well in Inclusion and Managing Conflicts.
- The Service Placement Team gave the highest scores, only scoring low in Sharing information. The Quality team also scored high in all areas except Inclusion
- At job level, Heads of Service and Social Workers gave the lowest scores
- Those working in the Mid and West quadrants gave the highest scores, whilst the North saw the highest increase from the previous year (up 30%). South was the only quadrant to drop its score compared to the previous year (-17%)
- Roles and Responsibilities is the highest scoring question

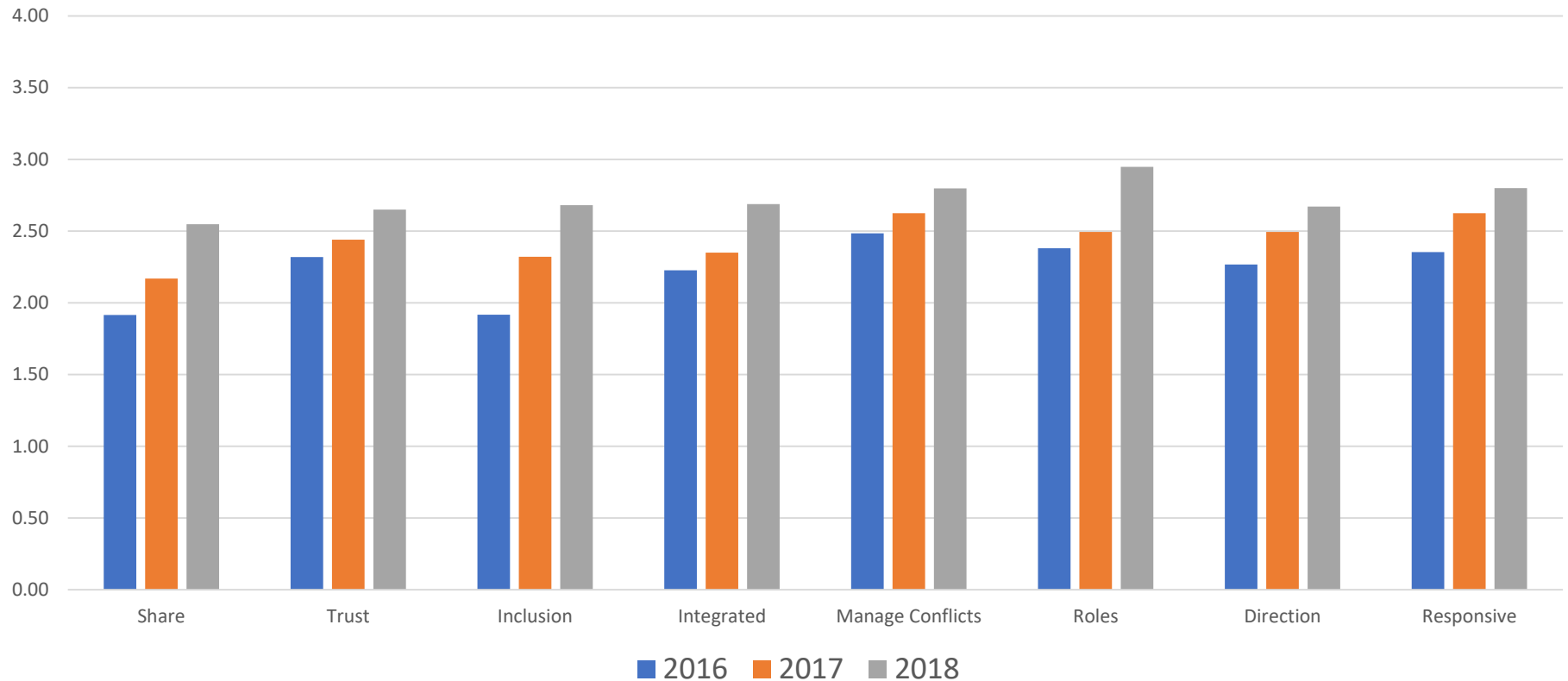
Note: Comparisons to 2017s survey should be done with some caution due to the low response rate from that year. More notice should be taken of 2018s scores.

Officer Survey Comments Analysis

- Relationship experiences are mixed, and differ by provider
- Processes are a barrier to good working relationships, resulting in slow response times.
- General feeling that relationships have improved, but further work to do
- Financial pressures on both sides results in a strained relationship
- Short term placements which overrun cause relationship issues with providers as many are not paid in a timely manner.

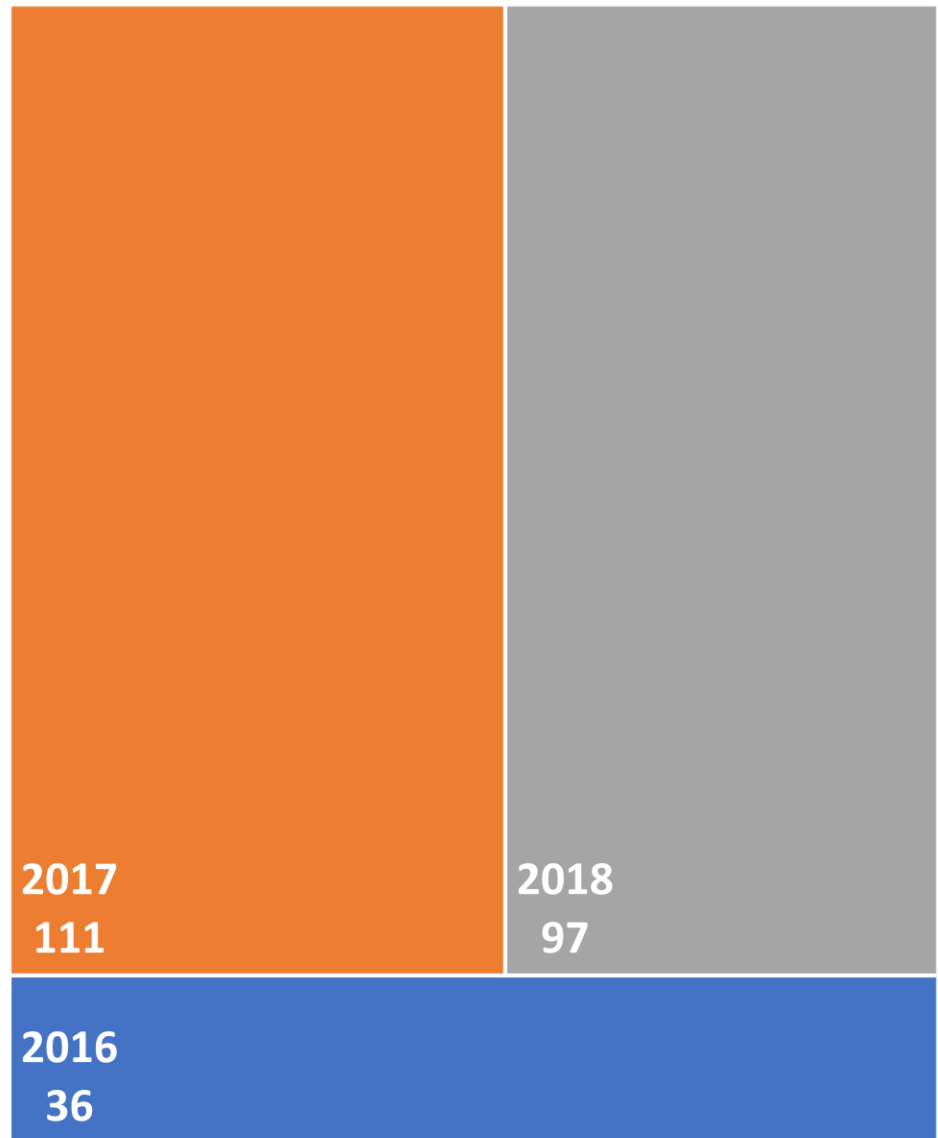
Provider Survey – Quantitative analysis

Score comparison by question and survey year

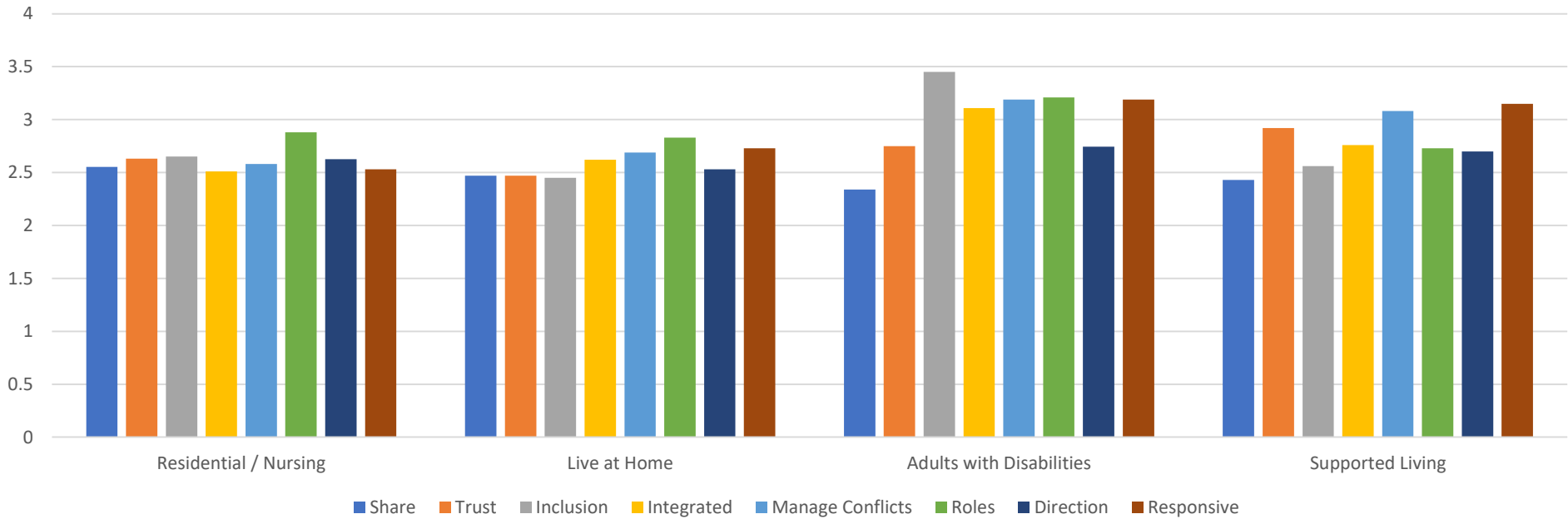


Total Provider Responses

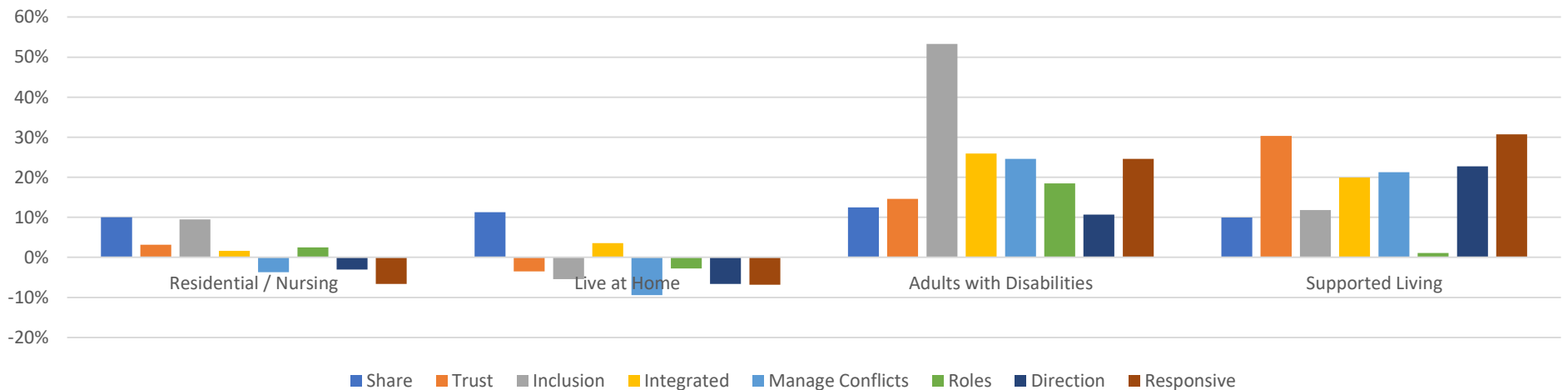
Fewer responses were received in 2018s survey when compared to 2017.



Average score by question and Service Area



% Score change by question and Service Area– vs 2017 results

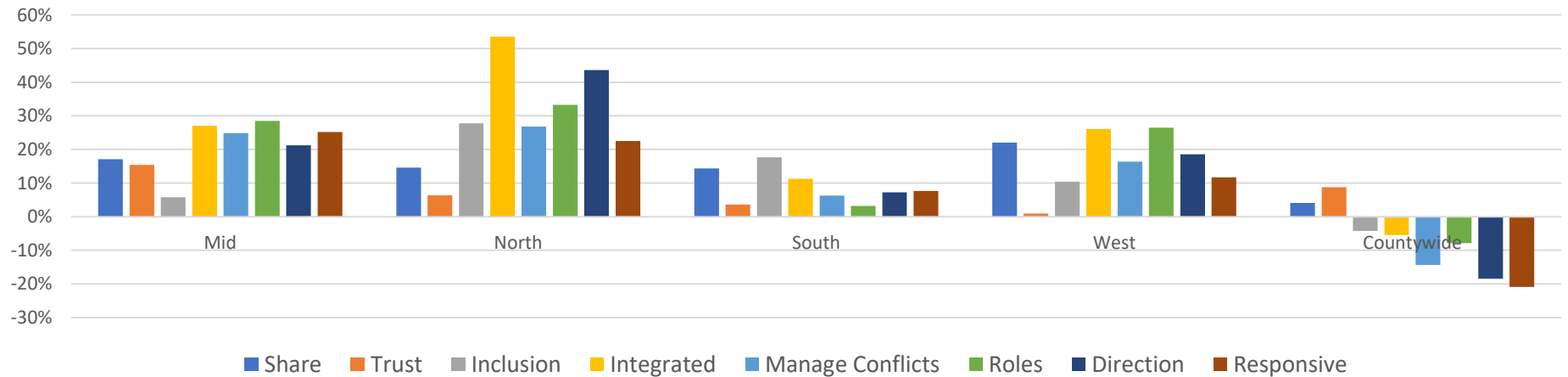


*Scores above are from those working solely in one of the service areas. Responses from those who work across multiple areas are not reflected

Average score by question and quadrant

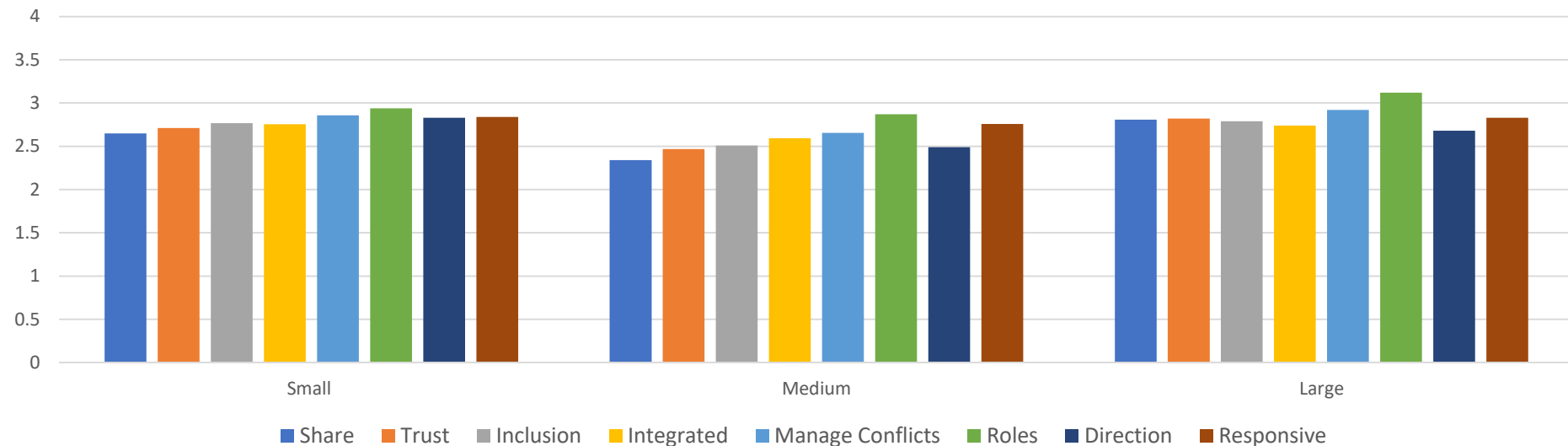


% Score change by question and quadrant – vs 2017 results

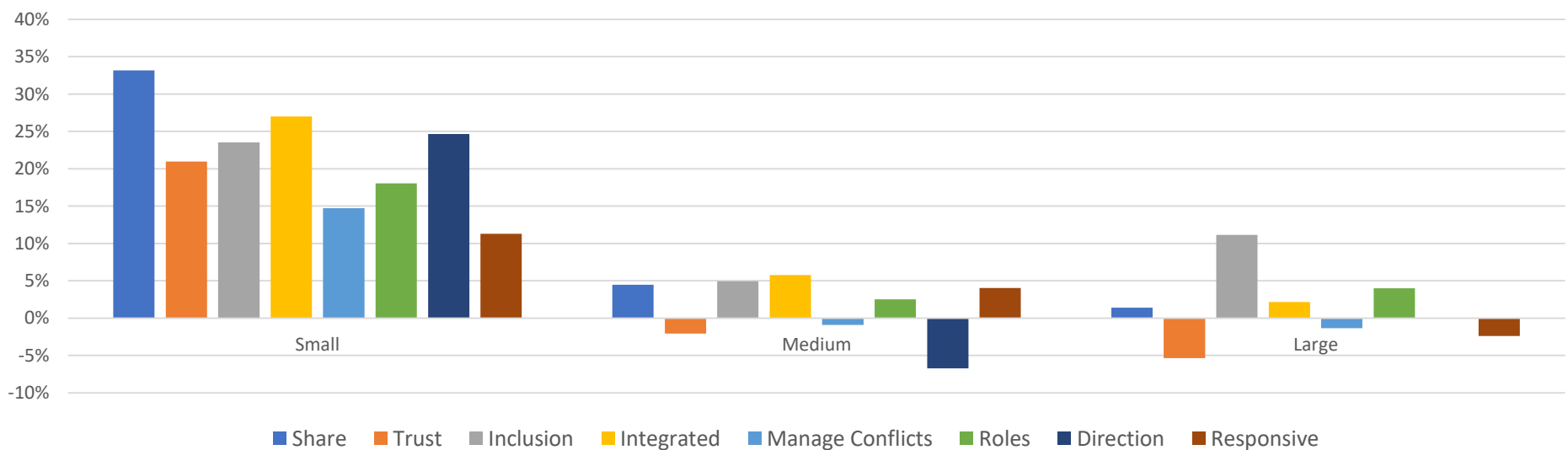


*Scores above are from those working solely in one of the quadrant areas. Responses from those who work across multiple areas are not reflected

Average Score by question and size of provider

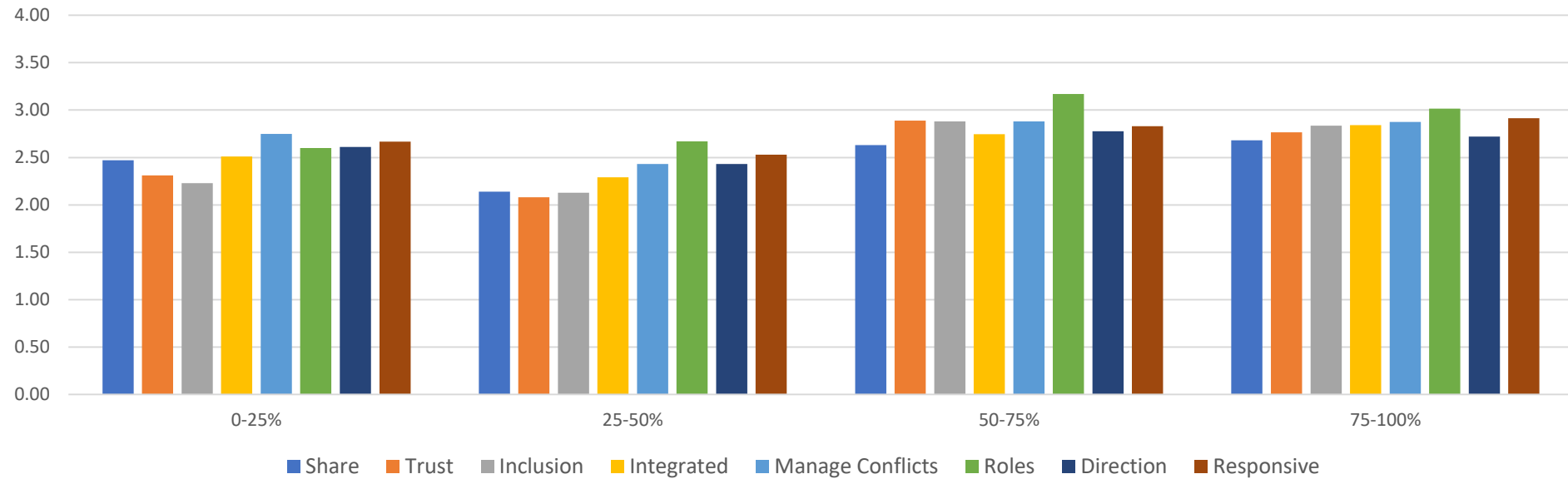


% Score change by question and provider size – vs 2017 results

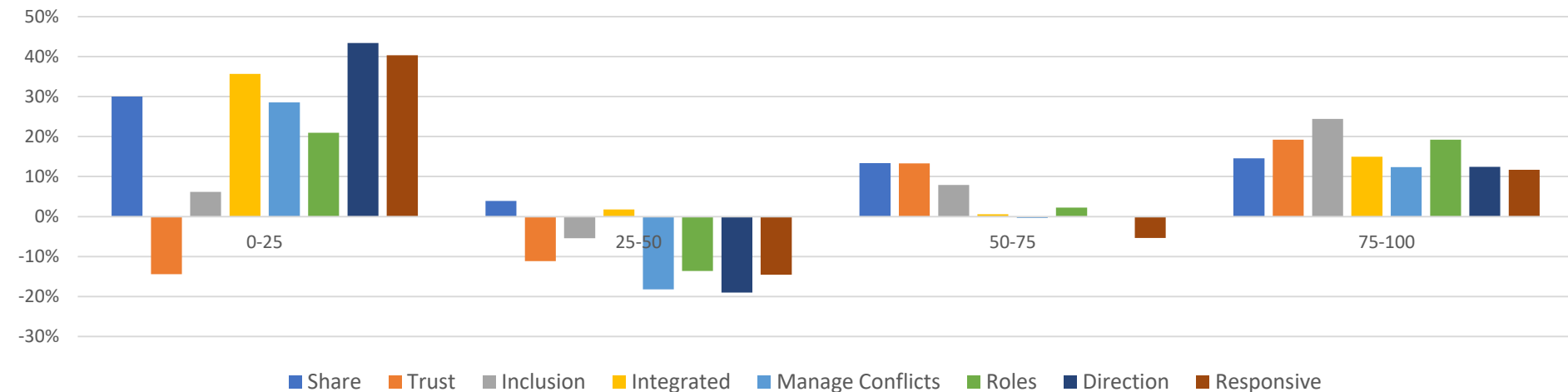


*Small = <50 employees; Medium = 50-249 employees; Large = 250+ employees

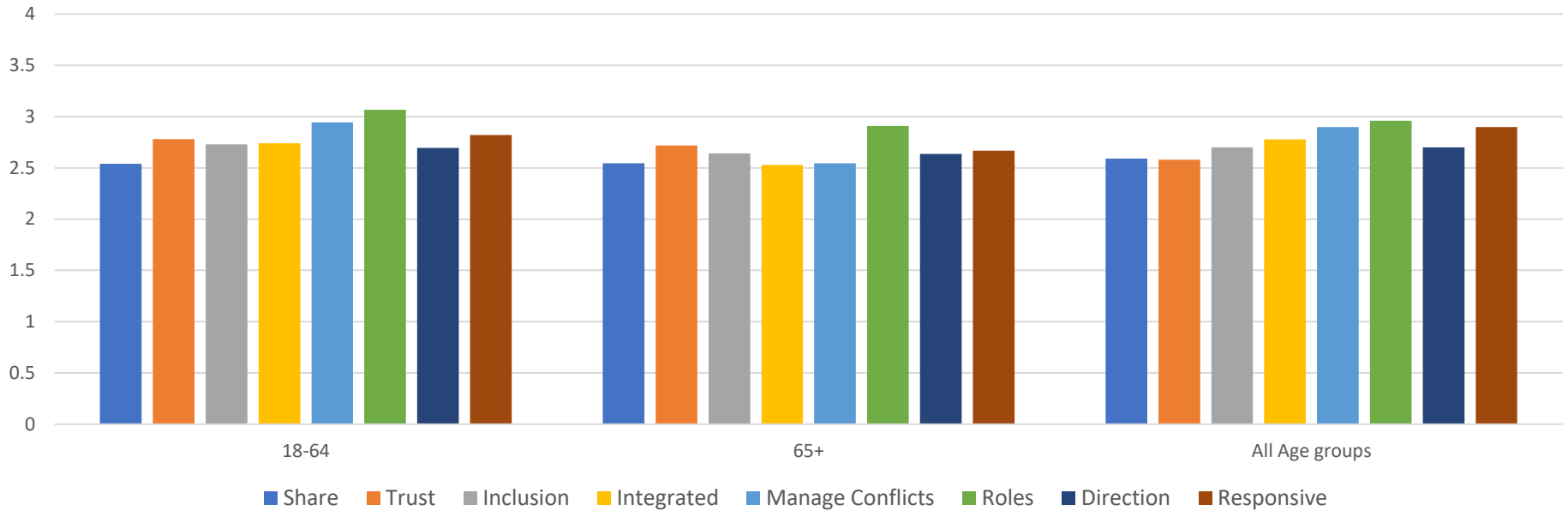
Average score by question and % of commissioned business with ECC



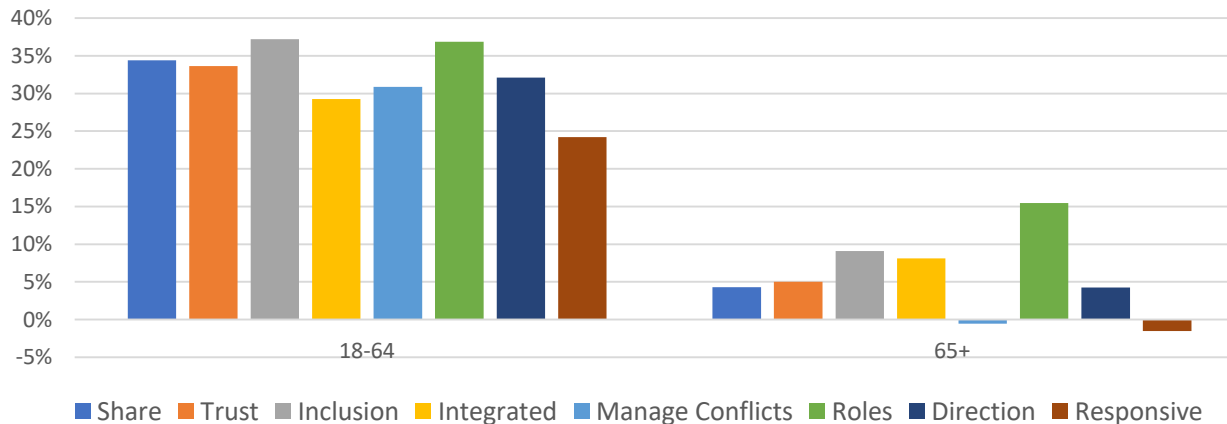
% Score difference by % of commissioned business with ECC - vs 2017 results



Average Score by question and age range of service 2018

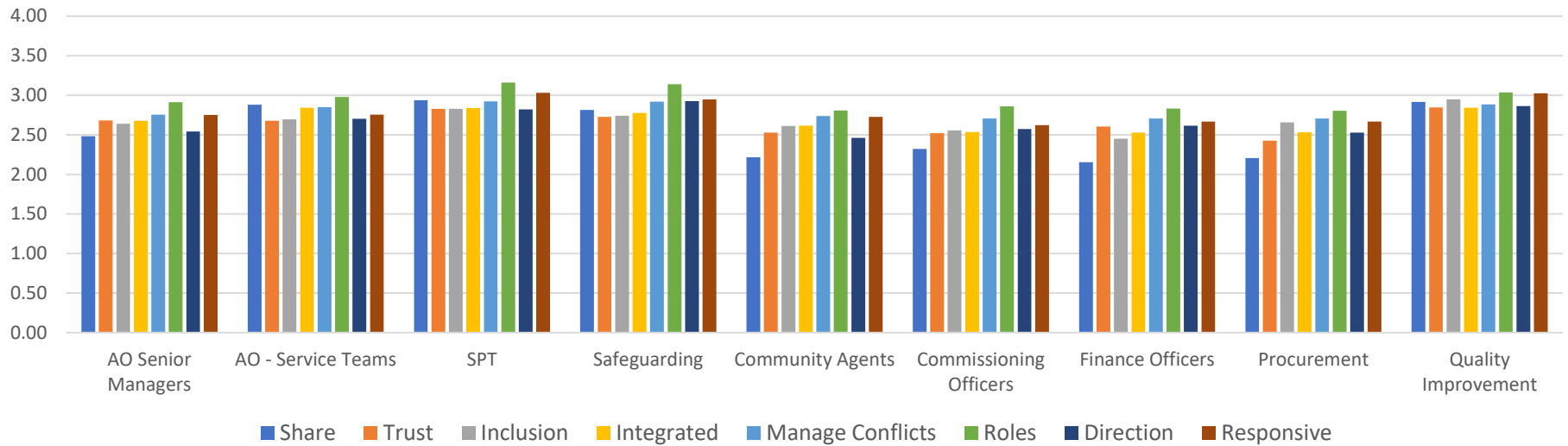


% Score difference by age range of service - vs 2017

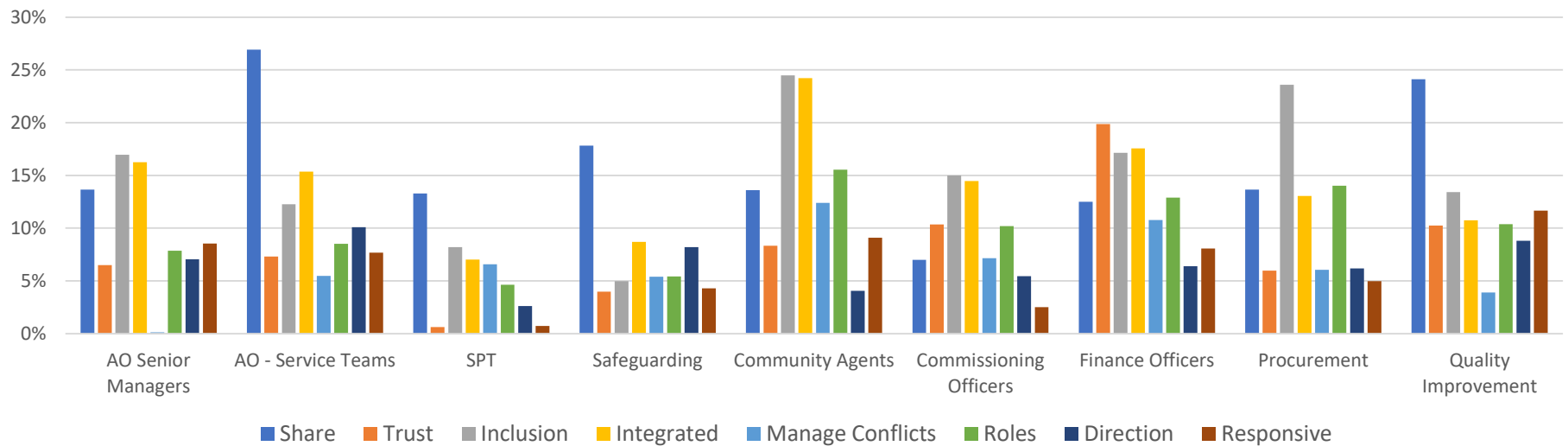


*please note the 2017 survey didn't include data relating to 'All Age groups' and therefore a comparison is not possible for this analysis

Average score by question and department



% Score difference by question and department – vs 2017



Provider Survey Analysis

- Increase in score in every question
- Reduction in scores for Live at Home providers
- Scores from providers in the North of the county have increased significantly compared to 2017 results (+27%)
- Scores from smaller providers have also increased significantly (+21%)
- Providers with between 25-50% of their business with ECC scored lowest overall, representing a reduction in score compared to 2017
- Providers with 0-25% of their business with ECC saw the biggest increase in scores compared to 2017. Those with 75%-100% of business with ECC also showed significant increases in scores.
- Providers providing services to 18-64 saw the biggest increases in scores compared to 2017 (+32%)
- Share, Inclusion, Integration and Roles saw the largest increases in scores for providers

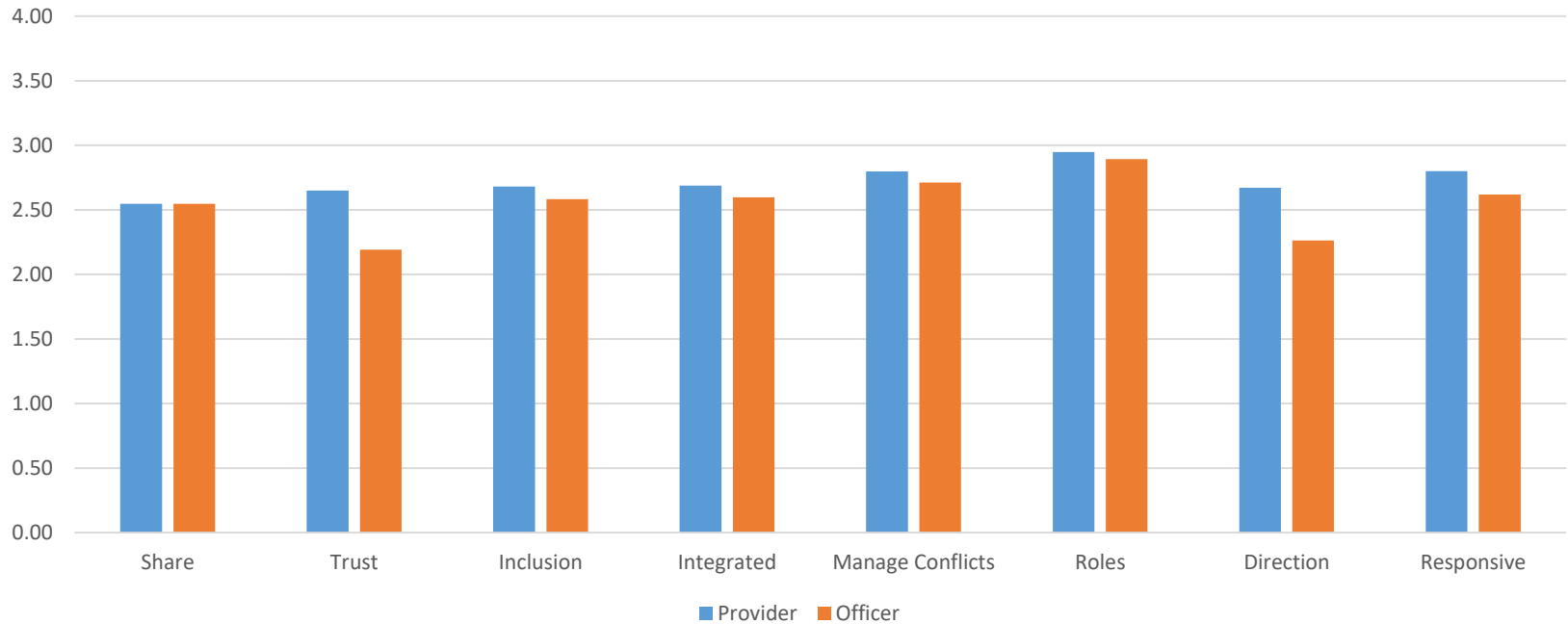
Provider Comments Analysis

- Getting information from ECC is difficult, often taking time or being passed between departments
- Issues with contacting certain departments (eg. Safeguarding and community teams)
- Varied experiences in contacting ECC, depends on the department and person
- Consultation is improving but some way to go
- Not getting responses regarding safeguards raised
- No way of appealing decisions, providers not listened to regarding conflicts
- Provider Newsletter helpful to providers for future direction
- Package terminations poorly managed by Social Workers
- Would prefer one social worker contact so a relationship can be built

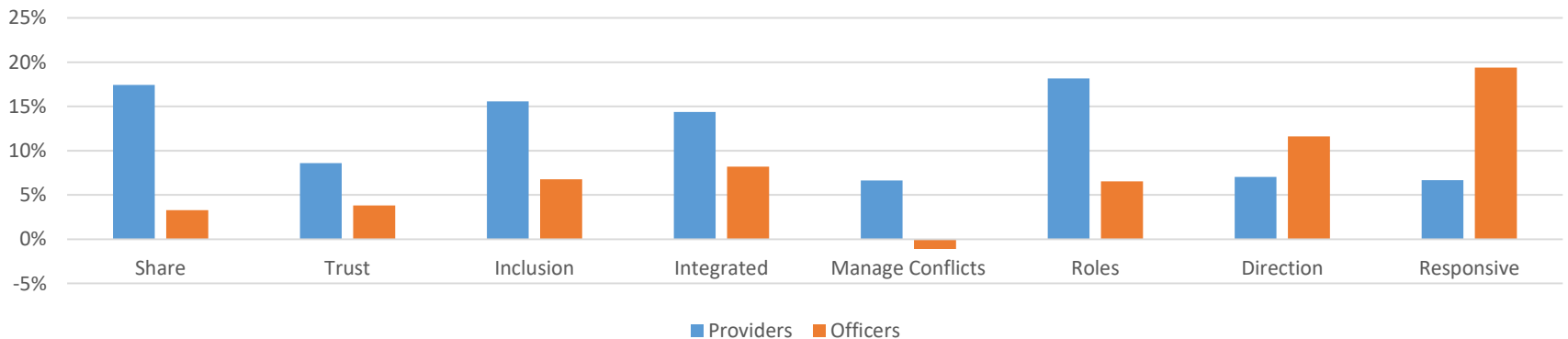
Score Comparisons

- Provider scores continue to be overall higher than those from officers. The exception being scores in the Mid and West quadrants.
- The score comparisons by question show noticeable differences only for Trust and Direction. However, the score differences compared to 2017 are very different for providers and officers. Again some caution needs to be made with the officer responses vs 2017 due to the low response rate received in that year
- A common theme from both surveys is relationships vary. This might be by individual, by department or by provider.

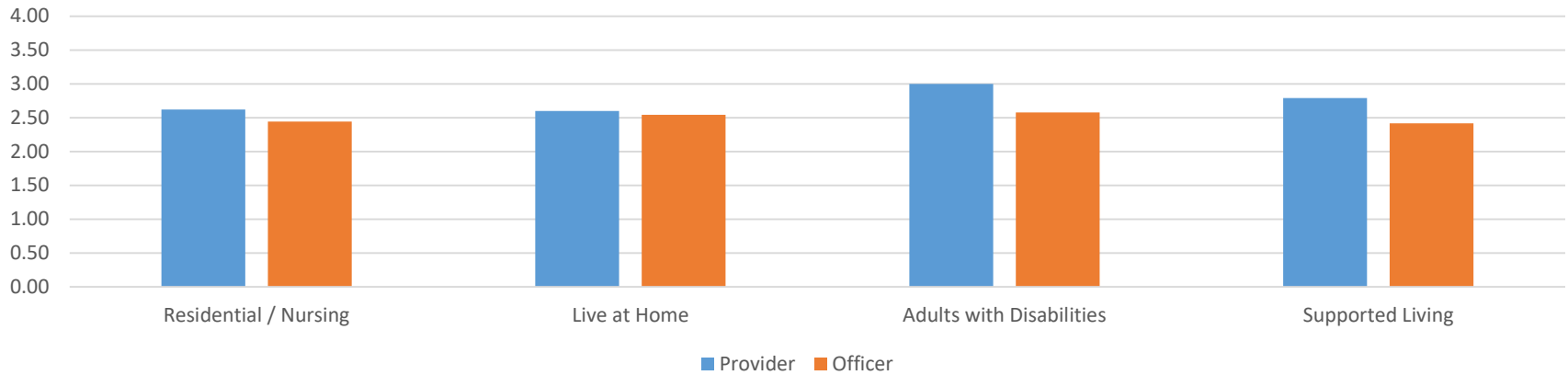
Average Score by Question - Providers vs Officers



% Score difference by question vs 2017 results

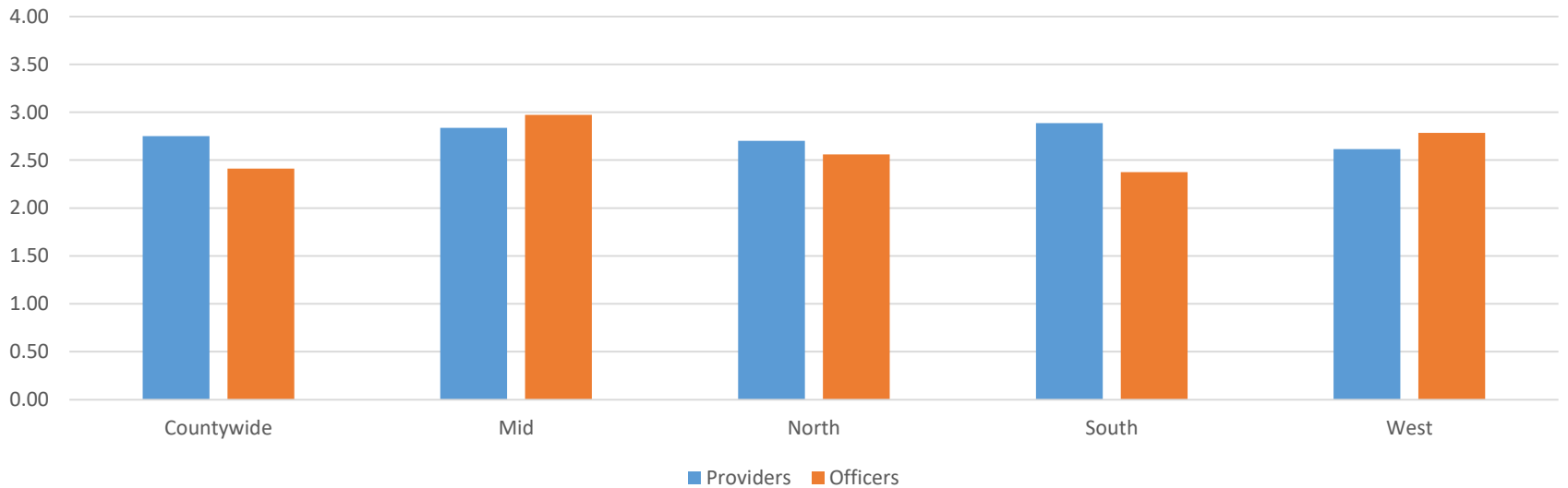


Average Scores by Service area* - Providers vs Officers



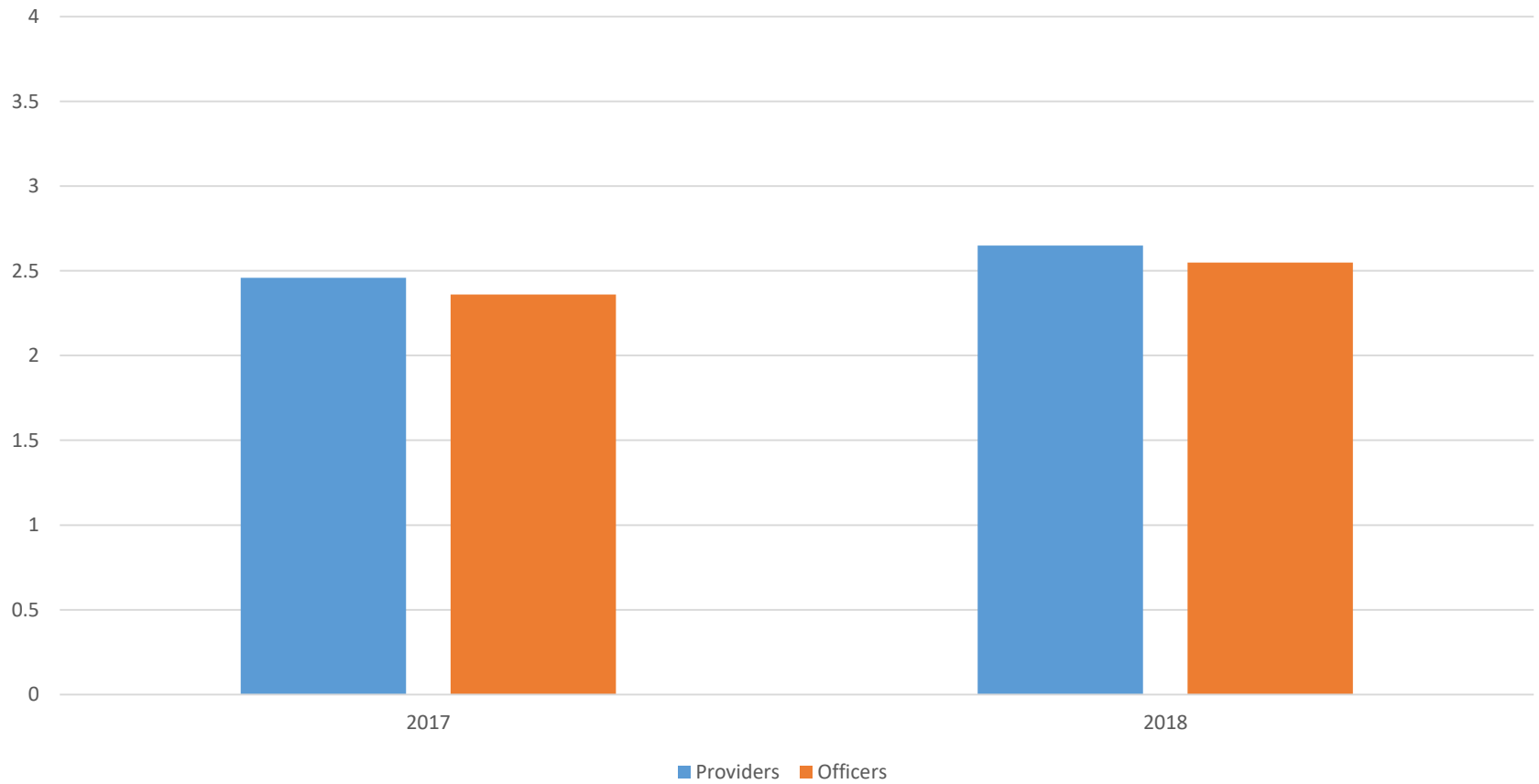
*Scores above are from those working solely in one of the service areas. Responses from those who work across multiple service areas are not reflected

Average Score by Quadrant** – Providers vs Officers



**Scores above are from those working solely in one of the quadrant areas. Responses from those who work across multiple areas (but not countywide) are not reflected

Average Overall Scores 2018 vs 2017 results



Methodology

Survey tool

As with previous surveys, ECC's online survey tool (Essex Insight) was used as the platform.

A few minor amendments were made to the previous survey in order to improve the way in which data could be extracted. For clarity, the amendments didn't affect the overall scores and therefore direct comparison between the two surveys was still possible.

Dates of the surveys

Opened: 27 November 2018

Closed: 4 January 2019

Communication

- The surveys were distributed via email to ECC staff and Care Providers
- Reminders were sent to Officers and Providers throughout December as well as an article in the Provider Newsletter and front page banner on the Care Provider Information Hub.

Officer Survey - Questions

As with the 2016 survey a select number of ECC officers (from Procurement, Quality, Adult Operations, Commissioning, Service Placement Team) were asked to complete the questions (detailed below). They were asked to rate each on a sliding scale 1 – 4 (1 being poor).

- How well do care providers and ECC **share** information?
- How well do we **trust** each other?
- **Inclusion and Involvement** in Planning and Key Decisions that Impact Upon Service Users How integrated is our working?
- How well do we **manage conflicts**?
- Do we understand what our respective **roles and responsibilities** are?
- How clear are we of our **strategic direction**?
- How **responsive** are we to each other's needs?

Provider Survey - Questions

The survey was sent to all providers of care services known to ECC. The same questions were given to providers as ECC officers, using the same sliding scale, but providers were asked to score each question by ECC Department (list below)

- Adult Operations - Senior Managers
- Adult Operations - Service Teams (including social workers)
- Service Placement Team
- Adults Safeguarding Team
- Community Agents
- Commissioning Officers
- Finance Officers
- Procurement – Category Officers
- Contract Managers
- Quality Improvement Officers