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 commissioning processes that you have been involved in with the CCG who sent you this survey. We will ask questions about your own experience, your experience with the colleagues whom you work with during the commissioning processes. We focus mainly on knowledge sharing and knowledge use.   The results will be reported back to the 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 The invitation to participate in this survey has been sent to you by which CCG?

Q4 How many days per week do you work for your organisation on average?

Q5 Do you have a managerial position in your home organisation?
○ I don't manage anyone. (1)
○ I am the head of service or department in my organisation. (2)
○ I have managerial responsibilities. (3)

Q6 Which group do you belong to? (You can choose more than one.)
❑ Nurse (1)
❑ Doctor (2)
❑ PPI (3)
❑ Other (please specify) (4) _____

Q7 In your view, what triggers a commissioning process in general? (Please write in the box below)

Q8 Part 2 Which group does your organisation belong to?

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

Q13 To which degree do you agree with the following statements about ${q://QID3/ChoiceTextEntryValue}?

	Strongly disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)	I don't know (6)
My relationship with ${q://QID3/ChoiceTextEntryValue} is mutually trusting. (1)	○	○	○	○	○	○
${q://QID3/ChoiceTextEntryValue} keeps their promises to my organisation. (2)	○	○	○	○	○	○
My organisation is sure what ${q://QID3/ChoiceTextEntryValue} says is true. (3)	○	○	○	○	○	○

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

Q15 How frequently do you exchange relevant information or knowledge with your colleagues involved in the commissioning processes
with ${q://QID3/ChoiceTextEntryValue} in general?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I am kept informed of what my colleagues know about the commissioning processes. (1)	○	○	○	○	○
When I need certain information about the commissioning processes, I ask my colleagues. (2)	○	○	○	○	○
I inform my colleagues of what I am working on related to the commissioning processes. (3)	○	○	○	○	○
When I learn something new related to the commissioning processes, I make sure my colleagues learn about it too. (4)	○	○	○	○	○

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

Q17 How frequently do your colleagues involved in the commissioning processes with ${q://QID3/ChoiceTextEntryValue} exchange relevant information or knowledge with each other?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
We share relevant information or knowledge with one another. (1)	○	○	○	○	○
If a colleague has some relevant information or knowledge, he or she is not likely to tell the others about it. (2)	○	○	○	○	○
We provide each other with hard-to-find relevant information or knowledge. (3)	○	○	○	○	○

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

Q19 Think about your colleagues involved in the commissioning processes with ${q://QID3/ChoiceTextEntryValue}when making decisions. 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 help me if I have difficulties related to commissioning. (1)	○	○	○	○	○
They take my interests into account. (2)	○	○	○	○	○
They keep me informed. (3)	○	○	○	○	○
They keep their word. (4)	○	○	○	○	○
They have the best interest of service users at heart. (5)	○	○	○	○	○
They have the best interest of their own practice/organisation at heart. (6)	○	○	○	○	○
They have the best interest of their professional group at heart. (7)	○	○	○	○	○

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

Q21 How often do you feel each of the following during the commissioning processes with ${q://QID3/ChoiceTextEntryValue}?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
Angry (1)	○	○	○	○	○
Frustrated (2)	○	○	○	○	○
Disappointed (3)	○	○	○	○	○
Anxious (4)	○	○	○	○	○
Fed up (5)	○	○	○	○	○
Let down (6)	○	○	○	○	○
Happy (7)	○	○	○	○	○
Surprised (8)	○	○	○	○	○
Excited (9)	○	○	○	○	○
Proud (10)	○	○	○	○	○
Satisfied (11)	○	○	○	○	○
Pleased (12)	○	○	○	○	○

Q22 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 during the commissioning processes with ${q://QID3/ChoiceTextEntryValue}.

	Strongly Disagree (1)	Disagree (2)	Neither disagree nor agree (3)	Agree (4)	Strongly agree (5)
My voice is heard by ${q://QID3/ChoiceTextEntryValue} (1)	○	○	○	○	○
My voice has influence over commissioning decision of ${q://QID3/ChoiceTextEntryValue} (2)	○	○	○	○	○
My voice should have had more influence (3)	○	○	○	○	○

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

Q30 How frequently do you engage in the following to help the commissioning decision making with ${q://QID3/ChoiceTextEntryValue}?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)
I use the IT system in place. (1)	○	○	○	○	○
I actively participate in meetings where end service users are involved. (2)	○	○	○	○	○
I actively participate in public and community events. (3)	○	○	○	○	○
I search for relevant information. (4)	○	○	○	○	○
I acquire relevant information. (5)	○	○	○	○	○
I use the standardised national statistics for information. (6)	○	○	○	○	○
I identify gaps in existing information. (7)	○	○	○	○	○

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

Q32 How frequently does ${q://QID3/ChoiceTextEntryValue} engage in the following during commissioning processes in general?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)	I don't know (6)
Checks how satisfied we are with the commissioning processes. (1)	○	○	○	○	○	○
Asks for feedback from internal and external customers on the results. (2)	○	○	○	○	○	○
Checks how well they perform as a team. (3)	○	○	○	○	○	○

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

Q34 How frequently does ${q://QID3/ChoiceTextEntryValue} carry out the following activities in relation to the commissioning processes in general?

	Never (1)	Very rarely (2)	Occasionally (3)	Frequently (4)	Very frequently (5)	I don't know (6)
Reviews the feasibility of their objectives. (1)	○	○	○	○	○	○
Discusses the methods used to get the job done. (2)	○	○	○	○	○	○
Discusses whether they are working effectively together. (3)	○	○	○	○	○	○
Modifies their objectives in light of changing circumstances. (4)	○	○	○	○	○	○
Reviews their approach to getting the job done. (5)	○	○	○	○	○	○
Adopts new ways of doing things from other CCGs. (6)	○	○	○	○	○	○
Tries new ways of doing things and seeks unusual, novel solutions. (7)	○	○	○	○	○	○
Encourages people to think and behave in original and novel ways. (8)	○	○	○	○	○	○

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

Q41 How would you rate different aspects of the quality of the commissioning processes with ${q://QID3/ChoiceTextEntryValue}?

	Poor (1)	Acceptable (2)	Average (3)	Good (4)	Excellent (5)
The decision of what services are needed. (1)	○	○	○	○	○
Ensuring needed services are provided. (2)	○	○	○	○	○
Comparing to other CCGs that you are familiar with. (3)	○	○	○	○	○
Use of resources (4)	○	○	○	○	○
Ability to meet objectives (5)	○	○	○	○	○

Q42 Considering the resources available, how acceptable are the outcomes of the commissioning processes with ${q://QID3/ChoiceTextEntryValue}?
_____ How acceptable are your outcomes? (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 has in the commissioning processes of ${q://QID3/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 two questions 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 the CCG.

❍ Yes (1)

❍ No (2)

Q47 What are the barriers and facilitators of commissioning processes? (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)

Q56 Part 3 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 4 Feedback and comments Are you: gender 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 what we meant with the following terms?

	Yes (1)	Not entirely sure (2)	No (3)
Partner (1)	○	○	○
Your home organisation (2)	○	○	○
Your professional group (3)	○	○	○

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: