

NHS Greater Glasgow & Clyde

NHSGGC Board

16th April 2019



Paper No: 19/25

Director of Human Resources and
Organisational Development

NHS Scotland Health and Social Care Staff Experience Report 2018

NHS Greater Glasgow and Clyde Summary of Outcomes

1. Recommendation

- 1.1 The NHS Greater Glasgow and Clyde Board is asked to note the summary outcomes for Staff Experience in NHS Greater Glasgow and Clyde in 2018, with actions being discussed and monitored through the Staff Governance Committee Action Plan.

2. Purpose of Paper

- 2.1 The NHS Scotland Health and Social Care Staff Experience Report 2018 was published on Friday 1st February 2019. This summary picks up on the key points, nationally, from the iMatter run in 2018, and highlights the issues and opportunities presented for NHS Greater Glasgow and Clyde.

3. Key Issues to be considered

- 3.1 The Board is asked to note that NHS Greater Glasgow and Clyde is making good progress in the current iMatter run for 2019. The iMatter run for 2019 in NHS Greater Glasgow and Clyde commenced in February 2019. The response rate for Cohort 1 is confirmed as 61%, this is an increase from a response rate of 54% in 2018. Cohort 2 will return questionnaires by 6th May 2019. All Directors/Chief Officers are committed to support an increase in returns within their areas.

Any Patient Safety /Patient Experience Issues

None

Any Financial Implications from this Paper

None

Any Staffing Implications from this Paper

None

Any Equality Implications from this Paper

None

Any Health Inequalities Implications from this Paper

None

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome.

No

Highlight the Corporate Plan priorities to which your paper relates

Better Workplace

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NHS Scotland Health and Social Care Staff Experience Report 2018

NHS Greater Glasgow and Clyde Summary of Outcomes 2018

1. Introduction

The NHS Scotland Health and Social Care Staff Experience Report 2018 was published on Friday 1st February 2019. This summary picks up on the key points, nationally, from the iMatter run in 2018, and highlights the issues and opportunities presented for NHS Greater Glasgow and Clyde.

- 1.2 The full NHS Scotland report is available at the following web link - [NHS Scotland Health and Social Care Staff Experience Report 2018](#)

2. iMatter Response Rates

- 2.1 NHS Greater Glasgow and Clyde generated an iMatter response rate of 54% in 2018. This is in comparison to 58% in 2017; and 64% in 2016. For the first time the national response rate was also below 60%, at 59%.
- 2.2 NHS Greater Glasgow and Clyde are 1 of 9 Boards who did not achieve 60% or more which is the rate required to generate a detailed iMatter Board report.
- 2.3 Overall, in 2018, 14 Boards saw a drop in response rate; 6 improved and 2 achieved the same result. NHSGGC are 1 of 3 Boards who did not receive a report in 2017 or 2018. The Corporate Management Team are focussed on 2019 with all Directors and Chief Officers working with their teams to increase the response rate.
- 2.4 The NHS Greater Glasgow and Clyde iMatter lead is working with local contacts in each Directorate and Health and Social Care Partnership to ensure all staff have access to either the electronic link or paper copy of the questionnaire. Appropriate local communication also highlights the importance of participation.

3. Component Report Results

- 3.1 As Boards require a minimum 60% response rate to generate a full iMatter report, we unfortunately did not to generate this level of report within 2018. The National report identifies, an additional 2,479 responses were required to achieve 60% response within NHSGGC in 2018.
- 3.2 While a Board report was not produced, a Board Component report was generated, this details the iMatter questions and the corresponding Staff Experience Component listed by most positively answered to least positive.

- 3.3 Reviewing the National report, the top and bottom 3 results within the component report are outlined below, alongside the NHS Greater Glasgow and Clyde results.

Top 3:

Question	Average Response (Nationally)	Average Response (NHSGGC)
I am clear about my duties and responsibilities	88	88
My direct line manager is sufficiently approachable	87	87
I feel my direct line manager cares about my health and well-being	84	84

Bottom 3:

Question	Average Response (Nationally)	Average Response (NHSGGC)
I am confident performance is managed well within my organisation	64	65
I feel senior managers responsible for the wider organisation are sufficiently visible	62	63
I feel involved in decisions relating to my organisation	57	57

- 3.4 As the tables indicate, the national results are in line with the results in the NHS Greater Glasgow and Clyde component report, and this confirms that actions taken by NHS Greater Glasgow and Clyde will be similar to those being considered in the majority of other NHS Scotland Boards.
- 3.5 Additionally, these results are in line with results produced in 2017, indicating that, locally and nationally, the opportunities and concerns remain similar for the staff responding.
- 4. Action Planning**
- 4.1 Our action planning completion rate (*within* the designated 12 week action planning period) increased to 50% in 2018, up 6% from 2017.
- 4.2 Including action plans which were completed *after* the 12 week action planning period, this increases to 59%, compared to 58% in 2017. However, those completed after the 12 week period are not included within the results published within the National Report.
- 4.3 Action planning is an area where focused attention has produced positive results in 2018. Therefore continued focus and promotion of the benefits of

action planning will continue in 2019. This forms part of our Boards objectives under Better Workplace in terms of “You Said, We Did “.

5. No Reports & paper copies

- 5.1 The number of teams whose response rates were below 60% (or 100% for teams of less than 5 staff) are identified as ‘no reports’ as they did not generate an iMatter team report.
- 5.2 Within NHS Greater Glasgow and Clyde, 41% teams did not generate a team report, compared with 38% nationally. This equates to 1,278 teams within NHSGGC, and local analysis is underway to review activity within these teams, and to understand the reasons for non engagement.
- 5.3 Specific attention will be given to those teams that generated a 0% response, This is particularly important where teams used paper copies only, as the rate of returns are an indicator of engagement.
- 5.4 In general, paper copy completion remains a concern within NHS Greater Glasgow and Clyde, with just 22% completed, compared to 62% email completion. Work continues with the National team and Webropol (who run the IT system behind iMatter) to identify solutions to improve accessibility to paper copies and other options for staff who have little or no access to email. Increased communication and support to paper copy teams will continue in 2019.
- 5.5 Once the analysis of 0% response teams and paper copy teams is complete this will be discussed with local areas to take forward actions required for this year, along with identified support routes available for managers and staff.

6. Team Stories

- 6.1 Within the Health and Social Care Staff Experience Report 2018, NHS Greater Glasgow and Clyde submitted 3 team stories which highlighted the positive benefits generated from participation within iMatter. The selected stories were from Clyde Sector (Acute); Inverclyde HSCP and Glasgow City HSCP. These stories identified the benefits for staff and teams relating to improved communication and team working; succession planning support and identification of actions supporting HSCP wide concerns and issues through staff engagement.
- 6.2 This is the second year NHS Greater Glasgow and Clyde has provided 3 team stories and this momentum will be maintained each year. To date there have been additional team stories published in StaffNews from Estates and Facilities and Oral Health.
- 6.3 Human Resources will continue to seek stories from 2018 to publicise to NHS Greater Glasgow and Clyde staff, and as the 2019 run progresses, liaise with Directorates and HSCPs for team story submissions for the 2019 Health and Social Care Staff Experience Report.

7. National Academic Evaluation of iMatter

- 7.1 The National Academic evaluation of iMatter is concluded, with NHS Greater Glasgow and Clyde being one of six Boards selected to participate. A number of discussions have taken place with key colleagues from within NHSGCC, as well as in the other participating Boards.
- 7.2 The final report of the Academic Evaluation will be presented to the Scottish Workforce Advisory Group (SWAG) in June 2019, and once approved, will be available for wider consideration thereafter.

8. 2019 iMatter Run – Current Progress

- 8.1 The iMatter run for 2019 in NHS Greater Glasgow and Clyde commenced in February 2019 and the schedule is outlined in the table below. The response rate for Cohort 1 is confirmed as 61%, this is an increase from a response rate of 54% in 2018. Cohort 2 will return questionnaires by 6th May 2019.

Cohort	Directorate / HSCP	Questionnaire launch date	Questionnaire end date	Date Reports Available	Action plans due date
Board	NHS Greater Glasgow and Clyde				
1	eHealth Public Health Corporate Communications Board Medical Directorate Renfrewshire HSCP Inverclyde HSCP	18/02/2019	11/03/2019	25/03/2019	17/06/2019
2	Clyde Acute SMT Diagnostics Regional Services South Specialist Children's Services East Dunbartonshire HSCP	15/04/2019	06/05/2019	20/05/2019	12/08/2019
3	Women & Children's Board Admin West Dunbartonshire HSCP HR & OD North Oral Health	13/05/2019	03/06/2019	17/06/2019	09/09/2019
4	Glasgow City HSCP Chief Executive Office East Renfrewshire HSCP	10/06/2019	01/07/2019	15/07/2019	07/10/2019
5	Property, Procurement and Facilities Management Finance Board Nursing Directorate	22/07/2019	12/08/2019	26/08/2019	18/11/2019