

NHS Greater Glasgow & Clyde	Paper No. 20/19
Meeting:	NHSGGC Board Meeting February 2020
Date of Meeting:	25th February 2020
Purpose of Paper:	For Approval
Classification:	Board Official
Sponsoring Director:	Director of Human Resources & Organisational Development

Paper Title:

NHS Greater Glasgow & Clyde (NHSGGC) – A Great Place to Work - Employee Engagement & Experience

1. Recommendation

The Board is asked to:-

- Note this report about the development and implementation of the NHSGGC Culture Framework entitled NHSGGC – A great place to work, and the related priorities, current activity, progress and next steps to continue to improve employee engagement and experience.
- Approve the proposal to introduce Investors In People.

2. Purpose of Paper

2.1 This paper should be read in conjunction with the paper headed 'A Great Place to Work – Our Leadership Approach' (Paper No. 20/18).

2.2 The purpose of the report is to provide assurance to the Board about the importance, attention and resources that continue to be allocated to developing our culture and, in particular, our employee engagement and experience to ensure that NHSGGC is a great place to work.

2.3 The report has been prepared in response to recent challenges including the escalation of the Board to Level Four of the Performance Management Framework

and the publication of the Sturrock Report incorporates current and planned activity to ensure we maximise staff engagement with all staff.

Key Issues to be considered

- In Section 1 are the factors and reasons why developing NHSGGC as a great place to work is so important.
- In Sections 2 and 3 are the agreed priorities for developing employee engagement and experience including the establishing of our culture framework.
- Section 4 sets out how the Sturrock Report has added to our learning and improvement plans.
- Sections 5, 6, 7 and 8 illustrate how our NHS Scotland Values are expressed across a whole range of activities. Also the key part played by the iMatter process and additional pulse surveys in identifying our current strengths as an employer and the participation of all our staff to help us to continually improve.
- Sections 9, 10 and 11 contain our plans for 2020-21, how we will measure success and the resources required. Included is our plan to pilot and then roll out the Investors in People learning and accreditation framework across NHSGGC.

Any Patient Safety/Patient Experience Issues

Being a great place to work for our staff is one of the key enablers of better patient safety, patient experience and care outcomes.

Any Financial Implications from this Paper

The implementation of Investors in People (IIP) process is estimated at circa £200k for the whole organisation. The costs are likely to be spread over 2-3 years. A more detailed cost analysis will be worked out through the Corporate Management Team and regularly reported to the Staff Governance and Finance and Planning Committees.

All other planned activity would be contained within current budget arrangements and project plan.

Any Staffing Implications from this Paper

Nil

Any Equality Implications from this Paper

Nil

Any Health Inequalities Implications from this Paper

Nil

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

BOARD OFFICIAL

The risk of our culture and employee engagement and experience work not being effective has been identified in the risk register. Actions set out in this report help to mitigate future risk.

Highlight the Corporate Plan priorities to which your paper relates

Better Workplace

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Date: February 2020

1. Introduction and Background

NHS Greater Glasgow and Clyde (NHSGGC), through its core objectives, has included Better Workplace as a key priority and has for several years recognised the need to ensure our staff feel valued, informed and engaged to help shape our future service delivery.

1.1. The Scottish Government 2020 Workforce Vision: Everyone Matters

The Board has previously focussed on developing its culture and values to support the delivery of the 2020 Vision and evidenced progress using the Staff Governance Standards as a key measure of demonstrating continuous improvement. This is all in the context of an organisation with over 38,000 staff and multiple workplaces with different environments, local culture and identity.

1.2. Staff Governance Standards

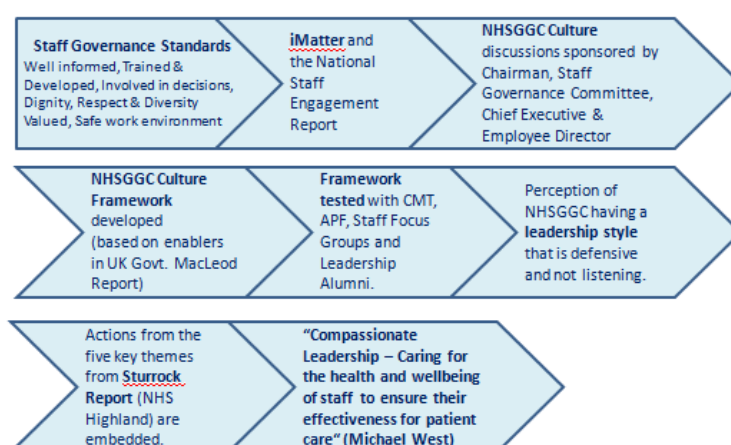
With regard to Staff Governance, in NHS Scotland the minimum requirement for all Boards is to comply with the five standards which have been part of legislation since 2004. There is also a requirement that all members of staff take their own personal responsibility to ensure that they play their part in these standards being achieved.

Boards must demonstrate that staff are:	Staff are required to:
Well informed	Keep themselves up to date with developments relevant to their job within the organisation.
Appropriately trained and developed	Commit to continuous personal and professional development and adhere to the standards set by their regulatory bodies.
Involved in decisions	Actively participate in discussions on issues that affect them either directly or via their trade union/professional organisation.
Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued.	Treat all staff and patients with dignity and respect while valuing diversity.
Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.	Ensure that their actions maintain and promote the health, safety and wellbeing of all staff, patients and carers.

1.3 Other Drivers

The development of our culture has been driven by the opportunity to improve staff engagement and experience and to continually develop our leaders to improve and sustain our performance and patient care. Facing the Future Together was developed from 2011 as the Boards culture and change initiative and although this was superseded by Everyone Matters 2020, there were lessons learned around implementation and ownership at local level which required us to rethink the approach.

Why focus on culture and 'a great place to work'



2. Our Culture Framework: NHSGGC - A Great Place to Work

2.1 Our approach to culture continues to be sponsored by the NHS Board, Corporate Management Team and Area Partnership Forum. The framework and current priorities and actions agreed by the Corporate Management Team were founded on research across a large number of different organisations and sectors. The key reference for the framework was drawn from the UK Government Report *Engaging for Success (Macleod & Clarke)*, which was also used by NHS Scotland in the design of the national iMatter process.

2.2 Priorities for 2019/20

The key priorities agreed by the Corporate Management Team to support Employee Engagement and Experience in 2019/ 2020 were:

- Establish the Culture Framework for NHSGGC.
- Adoption and reinforcement of the NHS Scotland Values
- Champion Employee Wellbeing
- Delivering iMatter
- Improving How We Involve Staff In Change.

3. Establishing our Culture Framework for NHSGGC

The Corporate Management Team agreed that the overall aim of the culture framework was for NHSGGC to be 'A Great Place to Work' and this would form part of the developing NHSGGC Workforce Strategy. The culture framework describes 5 enablers of a great place to work. These were tested with the Area Partnership Forum, Staff Focus Groups and our Leadership Development Alumni:



1. Having clear and consistent **organisational messages** that resonate amongst all of our staff about what is most important in NHSGGC.
2. Having **managers and clinical leads who engage well with staff** and empower teams to learn and improve.
3. Building **trust and integrity** by ensuring that what is said to be important matches what everyone actually experiences (reality matches our rhetoric).
4. Seeking out and listening to the **voice of employees** and to value and act on their input.
5. To regularly **review and sustain** our efforts in all of the above statements.

4. Sturrock Report Outputs

4.1. In November 2018 John Sturrock QC, was asked by the Cabinet Secretary to carry out an independent review into allegations of a bullying culture within NHS Highland. The report from the review was published in May 2019 and, although recommendations were specific to the findings for NHS Highland, the Cabinet Secretary asked that every Board used the report for their own learning. All Boards were asked to consider the report, its recommendations and consider actions to address any development areas within our own Boards. Within NHSGGC our approach to engagement, leadership development, staff health and wellbeing are well established, there are however areas for improvement and development to enable us to continually strive to be “A great place to work”. A short-life working group including Area Partnership Forum representatives have suggested that, in addition to our activities around the culture framework, a further three priorities will now be incorporated into our work-plan. These are identified further in the report.

4.2. The following section of the report describes activities delivered across the Board to continue to improve employee engagement and experience.

5. Adoption and application of the NHS Scotland Values

5.1. Until 2019 NHSGGC had its own values statement. However it was recognised that this complicated the expectations for staff and that the revised NHS Scotland Values were more relevant to our staff. These have therefore been adopted as the core values for NHS GGC. These are:

- Care & Compassion
- Dignity & Respect
- Openness, Honesty & Responsibility
- Quality & Teamwork.

These values are intertwined throughout our core business. The values are also widely reflected across the examples of our activity outlined in further sections of this report.

5.2 Board Workforce Equalities Group

The Board Workforce Equalities Group (WEG) is a well-established formal group sponsored by the Corporate Management Team and lead by the Director of Human Resources and Organisational Development and the Human Rights and Equalities Team. The purpose of the group is to support the workforce strand of the Board Equalities Scheme. The approach of the WEG is to be inclusive, proactive and to listen to staff concerns and ideas.

A key milestone for the group is that three staff forums are now established, representing Disability, BME and LGBT+ staff. The Chairs of each forum attend the Board Workforce Equalities Group and provide two way representation of the needs and requirements of the relevant forum members.

Following feedback from the Staff Equalities Survey, Unconscious Bias training is a focus for the Board Workforce Equalities Group over the next period. This will be led by the Human Rights and Equalities Team with the purpose of challenging attitudes and behaviours that impact on staff experience in the workplace. The nature of the training and awareness raising will ultimately support a positive impact on the experience of patients and their carers and families.

5.3 Once for Scotland Workforce Policies and Standards

In line with all Boards in NHS Scotland, NHSGGC are working towards the implementation of Once for Scotland HR Policies. Our work to implement these policies (six in Phase 1: Attendance, Bullying & Harassment, Capability, Conduct, Grievance and Workforce Policies Investigation Process) will be in partnership with our staff-side colleagues and managers to ensure that we can take full advantage of embedding the values, attitudes and behaviours required to support the new policy activity. The Human Resources team will be taking the opportunity to reinforce the person centred approach of the new policies. In addition to these Human Resource policies we will also be working with our stakeholders to implement and embed the new national Whistleblowing Standards due for launch in July 2020.

5.4 Celebrating Success

One element of our celebration of success is recognised through our annual Local Directorate and HSCP Awards and Chairman's Awards. Directorate and HSCP Awards provide the opportunity for us to acknowledge and recognise members of staff who have made an outstanding contribution in one of the areas of: Our patients; Our people; Our leaders; Our resources; Our culture. Colleagues may also nominate others in other teams where cross system working or multi-professional team working has taken place. 2019 saw a record number of nominations in the Directorate and HSCP Awards – 441 nominations were made, more than double from the previous year. The awards process culminates with our annual Celebrating Success Awards evening in November where overall winners are announced and presented with their trophies.



The Chairman's Awards offer a wide range of categories: Better Care, Better Health, Better Value, Global Citizenship, Nursing and Volunteer. New to 2019 was the category for Better Workplace to provide recognition for support to staff engagement and experience. Chairman's Award nominations can be made not just by staff but by patients, families and other members of the public as well. In 2019 there were 394 entries submitted highlighting the regard which our staff are held by colleagues and communities alike.

The judging panel for the Chairman's Awards were so impressed with the standard of entrants in 2019 that for the first time in the ten years of the awards running it was decided to make two Awards of Special Excellence in recognition of staff dedication to their services. These awards were made to the Central Decontamination Unit and the Haemato-Oncology Paediatric Team, Royal Hospital for Children.

Based on feedback from staff, the Board introduced Long Service Badges to recognise those who had reached key year milestones in their NHS careers. Staff in their thousands have taken the opportunity to apply to mark their service for 20, 30, 40 and 50 years. In 2019, 11 members of staff were presented with 50 year service badges and the Board Chairman invited this group to attend the annual Celebrating Success Awards.

The Board also recognises the contribution that staff make to high quality teaching for our next generation of staff. The William Cullen Prize for Teaching is established in collaboration with the Royal College of Surgeons, Edinburgh to pay specific recognition to the medical education focus in NHS GGC. In 2019 the passion and commitment of staff to develop an exceptional teaching and learning environment was awarded to joint winners in the Emergency department, Glasgow Royal Infirmary and the Palliative Care team, Beatson West of Scotland Cancer Care Centre.

Recognition for the contributions of our staff also extends to external honours and an example of this was highlighted by our Chief Executive's announcement of double MBE awards for two NHS GGC role models in the 2020 New Year's Honour List. Dr Tata Quasim was recognised for her work with the InS:PIRE programme, supporting patient recovery in Intensive Care, Glasgow Royal infirmary and Jennifer Rodgers, Chief Nurse for Paediatrics and Neonates for her professional and quality improvement leadership.

Awards in themselves are not the only vehicle to celebrate success and further on within the paper we outline some new ideas to ensure we embed success and appreciation at a local level.

6. Championing Employee Wellbeing

6.1. Staff Health Strategy

Our Staff Health Strategy 2017–2020 set out five priorities to support NHS GGC as a healthier place to work, these are: Health and Equality, Fair Work, Health and Wellbeing, Working Longer and Releasing Potential. Completed highlights for Year 2 of the Strategy, 2018/ 2019 included the following:

Carers – Supporting self-identification of carers and provision of carers information and support, this led to achievement of the nationally recognised Carer Positive Award.

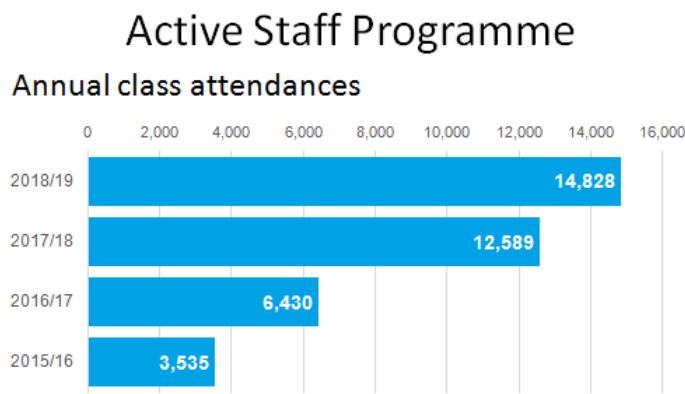
Financial Inclusion – Implementation of poverty awareness training and initial training for managers.

Mental Health and Wellbeing – Revised training for managers on mental health and wellbeing plus review of current resources to establish gaps.

Staff Health Strategy Survey was undertaken producing 3,900 staff returns. The results will help shape our future priorities.

6.2. Active Staff

Our Active Staff programme has grown from 3,535 attendances at free classes in 2015/16 to nearly 14,828 in 2018/19 across our services. Classes aim to be inclusive and cover a wide range of offerings from Metafit to Yoga.



Members of staff don't just attend classes, we also encourage staff to become local champions to encourage their colleagues to become more active. Our "Activators", volunteers who promote opportunities across the sites, support activities such as jogging clubs and act as local point of contact for questions and suggestions to help develop our active staff programmes.



Our staff testimonials highlight the benefit felt by staff attending these sessions:



In addition to Get Active programmes, additional campaigns are in place to support the full range of activities key to staff health and wellbeing, these include Weigh in @Work (672 members of staff participated), Support to Stop Smoking, Advice on Alcohol and All About Money which provides financial advice.

All of these programmes are branded under “A Healthier Place to Work”, with a one stop web site with information and signposting available on a single site and promoted with our logo.



7. Delivering iMatter and staff engagement

7.1 iMatter

Our Corporate Management Team and Area Partnership Forum recognise and support the use of iMatter to enable staff and the Board as a whole to better understand, measure and improve staff experience. The evidence is clear that this, in turn, improves care. Every member of our staff is encouraged take part in the annual questionnaire and be involved with their team to shape and agree local actions that can improve their workplace. The anonymous data gathered through the questionnaire also contributes to an annual Directorate Report, a Board report and an NHS Scotland Staff Engagement Report.

In 2019, we improved the participation to **25,400 responses**. We used the prescribed methods of online and paper versions of the questionnaire, but also led the national pilot for using SMS text messaging to replace paper copies with our HomeCare Team in West Dunbartonshire HSCP. The use of texting in this pilot saw a significant increase in staff responses and subsequent action planning. This approach, having been tested successfully in NHSGGC, has been taken forward nationally for the 2020 iMatter run across NHS Scotland.

Over the last three years our iMatter data has shown that the scores for each question have remained unchanged and have matched the national average score for each question each year. These trends are recognised in the national Health and Care Staff Experience Report and are noted as follows:

- The higher scoring questions in summary are: Positive experience of immediate line managers and colleague support, positive team behaviours and personal wellbeing, the value I place on my role and my personal commitment and job satisfaction.
- The lower scoring questions in summary are: My connection with the wider organisation and more senior management, organisational and team performance, the time and attention paid to me and my ideas, empowering me, appreciating me, developing me, and involving me in change.

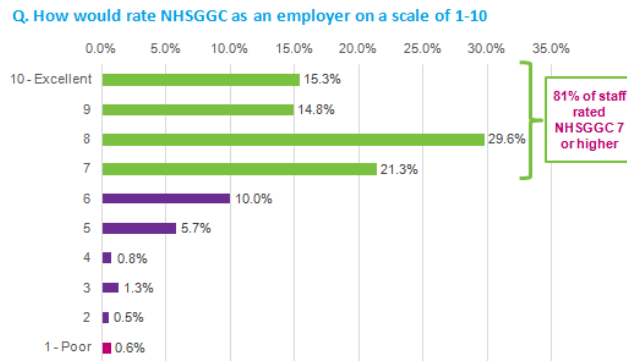
Following the Strathclyde Academic Evaluation of iMatter, these questions have been developed to bring clarity in purpose and language used. We will promote these changes and the additional option of SMS messaging in our 2020 launch alongside our continued drive to support our teams with their action planning ensuring meaningful engagement is in place to develop staff experience at local departments within sectors, directorates and partnerships.

We have encouraged our teams to promote their stories at a national level and increased the number of our action planning stories submitted to the iMatter National Lead from two in 2018 to nine in 2019. We also regularly publish stories received from services in the monthly NHSGGC Staff Newsletter.

7.2 Pulse Survey - November 2019

Recognising some of the reflections from the Sturrock Report and in particular Employee Voice and to help us shape our developing Workforce Strategy, HR team volunteers undertook a pulse survey with over 2988 face to face interviews with staff at the winter flu vaccination sessions. The results identified that 81% of our staff rate NHSGGC at 7 out of 10 or above as an employer.

Pulse Survey Winter 2019



8. Improving How We Involve Staff in Change

8.1. Moving Forward Together (MFT)

It is important that our staff are engaged at the beginning of the change programmes aligned to MFT to help shape our services. MFT uses existing professional advisory and engagement structures within the Board to ensure that staff are appropriately updated on progress and are aware of the opportunities to provide feedback and engage with the agenda.

Moving Forward Together.



To support staff engagement, a Communications and Engagement plan has been agreed. This has so far included over 20 specific staff engagement sessions with more planned. Through Corporate Communications and the MFT Workforce Reference Group, key messages are made available to staff along with opportunities for staff to engage through social media channels, a dedicated email address and road shows with updates on agenda progress. Online resources are made available with videos and animations outlining key points of the strategy and reinforcing ways to engage with the transformation.

8.2. Small Change Matters

Small Change Matters is part of the Financial Improvement Programme and has enabled staff to suggest their practical ideas on how to save money. Over 900 ideas have been submitted so far.



8.3. Staff Communication

We are undertaking a corporate communications audit to review the extensive range of staff communications currently available that support staff engagement in Board activities. Our current provision includes the following and the Internal Communications team respond to requests for more information and to submit information and stories:

- Staff Communications Portal – one location to find all communication options
- Core and Team Briefs
- Social Media channels – Facebook, twitter, YouTube, Flickr,
- Staff monthly newsletter – Staff News
- All Staff emails.

The purpose of reviewing the examples is to work with our staff to ensure that these options support colleagues with relevant information regarding change in NHSGGC and that they provide real opportunities to be involved and share feedback.

8.4 What Happens If It Goes Wrong

NHS Greater Glasgow and Clyde recognises that communication and engagement can break down at different levels. Our staff can be supported through informal approaches either through local managers, Human Resources or Trade Union Partners. There are also policies which can support concerns, namely Grievance, Dignity at Work and Whistleblowing which provide opportunities for more formal redress. Our overall commitment is to listen and find solutions at the earliest opportunity. The new Once for

Scotland Policies including the introduction of Confidential Contacts at local level will be introduced from March 2020.

9. NHSGGC – A Great Place to Work – Next Steps for 2020-21

9.1. We will continue to build on the progress outlined in this paper to support staff engagement and experience activities. In addition we plan to focus on the following development areas:

9.2. Developing our Values (linked to our Sturrock outputs and our Culture Framework)

Priority 1: Employee Voice - embed our actions as a listening organisation which receives and responds to feedback from staff and values input from others by:

- Continuing to increase action planning from iMatter
- Engage staff views to develop an *employee voice pathway*.
- Asking staff regularly for feedback e.g. from pulse surveys and PDP conversations
- Identify accessible technical solutions to aid real time employee voice and feedback with apps such as *Trickle* and *Blink* or via Staffnet.
- Connect to the planned internal communications audit with staff.

Priority 2: Supporting appropriate visibility of our leaders

- Agree with the NHS Board and CMT how to increase visibility within all areas and be the most effective for frontline staff. This includes Board level local visits, Director team talks, Meet the Boss and encouraging local leaders to be visible across their areas of accountability

Priority 3: Celebrate success

- Broaden our ways of recognising success and provide a higher profile of these through the introduction of a success register to balance with risk register and performance.
- Learn from the success of others, externally, by improving our benchmarking with other Boards/organisations and establishing better processes to internally share best practice across NHSGGC.

9.3. Expand on our work to date to embed 'A Great Place to Work' throughout NHSGGC and establish our brand. We have already begun this with our Staff Health Strategy brand – "A Healthier Place to Work".

9.4. We will build on our Staff Health Strategy survey outputs to develop the next stage of our staff health strategy to ensure that our support meets the requirements of our staff.

9.5. “A Healthier Place to Work” is also a safe place to work and the Health and Safety Team will develop further our approach to safety and undertake a communications and engagement campaign to ensure safety is prominent in our ‘Great place to work’ vision to embed a safety culture with clear responsibilities across our all levels of our workforce. Work has commenced with our Health and Safety Forum to consider ideas on what does good look like to shape a policy commitment.

9.6. Great staff engagement and staff experience go hand in hand with our focus on leadership capacity and capability. We will build on collective and compassionate leadership and Board Member development throughout our programmes in 2020-21. This will combine our Collective Leadership Programme with our Employee Engagement and Experience Programme. More detail on this is set out in the Board Report, NHSGGC A great place to work – Our Leadership Approach.

NHSGGC - A Great Place To Work



9.7. Human Resources and Organisational Development will engage with Investors in People (IiP in Scotland is now called ‘Remarkable’) and confirm more detailed costs and resource requirements. By April 2020 we will identify the Board areas to undertake an initial pilot phase and establish a schedule to evaluate the process and if favourable to then apply the framework more widely :



10. NHSGGC – A great place to work - Measures of Success

10.1. iMatter upward data trends

Apart from observing upward trends in the Employee Engagement Index (and attaining the minimum 60% response rate to generate this) and individual scores for specific questions there are other trends that indicate the value that staff are placing on the process. These include a year on year upward trend in response rates, particularly in Directorates where iMatter uptake has been difficult (for instance due to high proportion of paper copy responses), and improvements in action planning rates. Evidence from an increasing number of success stories is also a useful qualitative measure.

10.2 Pulse surveys

We will use innovative ways to measure engagement and experience through Pulse surveys will enable us to gather data and feedback from staff on specific questions related to employee engagement and experience. For instance we may ask 'What does "a great place to work" mean to you? What would you add? Are there different perceptions from staff in different areas or at different times? (e.g. Acute, Partnerships etc).

10.3 PDP completion levels and quality

Personal Development Plan (PDP) completion levels are easily measured, PDP quality is harder to measure. Specific iMatter questions about receiving learning support and job feedback are useful indicators and using pulse surveys about quality of PDP conversations may be helpful. Good succession planning is based on these conversations and therefore

evidence of internal candidate movement from recruitment processes will be a useful indicator. Data from the Recruitment Service about internal candidate success rates will inform this along with exploring a talent bank.

10.4 Reduction in Grievance and Dignity at Work cases

These measures are already in use and reductions in these are a useful indicator of better cultural 'health'.

10.5 Attendance

Improved attendance at work levels following on from a person centred approach to managing attendance being applied. We will measure uptake on Board development and learning programmes.

10.6 Statutory and Mandatory Training Compliance

All staff owning and taking responsibility for their core training will be evidenced by a continuing upward and sustainable trend in Statutory & Mandatory training completion rates. We will reinforce through communication, roles and ensure 90% compliance on all programmes.

10.7 Investors in People

External measures and achieving assurance from Investors in People Accreditation on a Directorate by Directorate basis with specific findings of strengths and development areas would form effective indicators. This will be introduced by May 2020.

11. Resources required

11.1. Engagement of all leaders and staff partners and their time and commitment.

11.2. Support to deliver Investors in People as per Section 9.8 (cost circa £200k plus OD resource) - Phased Approach link to engagement.

11.3. A Head of Staff Experience within the Human Resources structure to ensure we continually strive for maximum staff engagement.

12. Conclusion

Following agreement on this approach at the NHS Board, a detailed Implementation Plan will be developed with progress being recorded through the CMT and Staff Governance Committee.