

NHS Greater Glasgow and Clyde	Paper No. 22/82
Meeting:	NHS Board Meeting
Meeting Date:	25 October 2022
Title:	Internal Communications and Employee Engagement Strategy: Action Plan
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1. Purpose

The purpose of the attached paper is to:

- Seek approval of the final draft of the NHS Greater Glasgow and Clyde (NHSGGC) Internal Communications and Employee Engagement Strategy 2022-2025 (The Strategy) from Board members.
- Consider the content and proposed priorities, based on a review of the current employee communication and engagement activities along with the proposed development and reinvigoration of channels and mechanisms to inform and engage staff at all levels of the organisation.
- Agree the action plan which sits alongside the identified priorities from the Internal Communications and Employee Engagement Strategy.

2. Executive Summary

The paper can be summarised as follows:

- NHSGGC's Internal Communication and Employee Engagement Strategy is a key strand of our ambition to build a better workplace and has been developed in recognition of our need to continually strive to improve communication and engagement with our 40,000 employees.

- The Strategy, in alignment with our Workforce Strategy, will be a key enabler to improve the experience of our staff ensuring we maximise direct engagement, listen to and address issues in the workplace.
- It includes an assessment of existing internal communication and employee engagement channels and approaches, with recommendations for future development in line with NHSGGC's organisational priorities and the needs and requirements of our staff.
- The strategy also highlights key priorities, which forms the basis of the supporting action plan, which has been developed following approval to proceed being obtained through the relevant governance routes.

3. Recommendations

The Board members are asked to review and approve the strategy, including the actions proposed, providing feedback as appropriate.

4. Response Required

This paper is presented for **approval**.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|-------------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |
| • Equality & Diversity | <u>Positive</u> impact |
| • Environment | <u>Neutral</u> impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

The Internal Communications and Employee Engagement Strategy has been reviewed by, and includes input / feedback from, the following;

- Area Partnership Forum representatives
- Communications and Public Engagement Directorate
- Human Resources Senior Management Team
- Internal Communications and Employee Engagement Strategy Development Stakeholder Group
- Workforce Equality Group
- Staff Governance Secretariat

The strategy has successfully passed through the EQIA process with no changes required.

7. Governance Route

The Strategy has been submitted for review and has gained approval from;

Corporate Management Team
Area Partnership Forum
Staff Governance Committee

8. Date Prepared & Issued

Prepared on 11 October 2022
Issued on 18 October 2022

Internal Communications and Employee Engagement Strategy

2022 - 2025

DRAFT



Growing our
Great Community



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Executive Summary

Engaging internal communications and high levels of employee engagement are crucial to continually developing our aim of being a better workplace. This underpins all our NHSGGC's Workforce Strategy actions.

The Internal Communications and Employee Engagement Strategy sets out how we will do this, by supporting all our 40,000 employees to have a strong sense of purpose, connection, contribution and commitment to our organisation.

We know from benchmarking with other organisations that a highly engaged workforce has higher morale, higher productivity and lower sickness absence. It also results in lower staff turnover and ultimately provides better outcomes for patients and service users. Importantly, building a reputation as an employer of choice will help us to attract and retain talent.

To deliver this, the Internal Communications & Employee Engagement Strategy will:

- Aid the continuous development of high performing teams where employees perform at their best to consistently deliver exceptional patient centred care.
- Ensure our employees are well informed and fully engaged in the NHSGGC organisational vision, aims and values, while supporting all of our employees to feel valued, with associated actions providing a platform by which to have their voices heard.
- Build on the existing communications and employee engagement mechanisms and develop greater capability, with the aim of ensuring effective two-way communication and employee engagement across all locations and at every level of NHSGGC.

The strategy has been developed following a review of the effectiveness of NHSGGC's existing internal communication and employee engagement priorities and activities and informed by our current employee feedback mechanisms which collected and tested the views of over 26,000 employees. The established local and national frameworks already in place to continuously improve employee experience have also been considered ahead of the proposal of recommendations and actions.

Strategic priorities

On the basis of the research and engagement activities that have been undertaken, the following strategic priorities are being taken forward;

- Evaluate our effectiveness through iMatter and Investors in People
- Embed our Vision, Aims and Values, Behaviours and Objectives across the organisation
- Equip our leaders and managers to facilitate open two-way dialogue
- Empower our workforce to speak up, share concerns and ideas for continuous improvement
- Promote our culture of equality, diversity and inclusion

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- Equip our workforce to lead and champion positive change in line with our Staff Governance Standard
- Enable access to communication, developing a clear style for specific communication channels, including via the re-invigoration of Team Brief
- Reinvigorate online internal communications, including a re-evaluation of Core Brief and development of digital channels
- Develop senior manager presence on social media

Next steps

Following approval from the NHSGGC Board, the strategy will be implemented from 2022 through actions undertaken and delivered between 2022-2025. These will be monitored through the Corporate Management Team and Staff Governance Committee.

1. Foreword

1.1 NHS Greater Glasgow and Clyde's (NHSGGC's) Internal Communication and Employee Engagement Strategy is a key strand of our ambition to build a better workplace and has been developed in recognition of our need to continually strive to improve communication and engagement with our 40,000 employees.

1.2 Our Internal Communication and Employee Engagement Strategy will be a solid enabler to ensure employees are well equipped and supported to perform at their personal best, in a culture of excellence.

1.3 A range of key stakeholders have helped shape the Strategy through a number of engagement activities including, feedback from over 26,000 employees through our iMatter survey, Workforce Equality Group and Employee Forums, Area and Local Partnership Forums, Collaborative Conversations, Investors in People (IiP) Accreditation programme, and the Communications Channel Audit Survey.

1.4 Through this high quality, diverse feedback, we recognise the importance of effective two-way communication and impactful engagement approaches across our organisation.

1.5 We are pleased to sponsor this Strategy, which will be delivered using a strategic framework and action plan.

1.6 We look forward to progressing the delivery of this Strategy and inviting everyone to play their part in building a Better Workplace together.

Anne MacPherson

Director of Human
Resources and
Organisational Development

Sandra Bustillo

Director of Corporate
Communications and
Public Engagement

Ann Cameron-Burns

Employee Director

2. Introduction

2.1 With some of the most talented, skilled and dedicated employees, NHS Greater Glasgow and Clyde (NHSGGC) is an organisation renowned for modern high-quality patient care and progressive medicine. An effective Internal Communications and Employee Engagement Strategy helps to continuously build a better workplace, where employees have a strong sense of purpose, connection, contribution and commitment to our organisation. Our Internal Communications and Employee Engagement Strategy, in alignment with our Workforce Strategy, will contribute to the attraction and retention of high calibre employees and the continuous development of high performing teams where employees consistently perform at their best, resulting in outstanding services between internal colleagues and the provision of exceptional patient care.

2.2 With around 40,000 employees in over 350 clinical and non-clinical professions across a diverse range of health and care facilities, covering six local authority areas, ensuring our employees are well informed and fully engaged in the NHSGGC organisational vision, values, purpose and strategy, is important in terms of delivering our Workforce Strategy and our Staff Governance Standards, and ensuring all our employees feel valued and that their voices are heard.

2.3 The last two years have been particularly challenging for our whole workforce, with employees at all levels and in all locations experiencing the greatest professional adversity and challenges known within our lifetimes, as a result of the COVID-19 pandemic. We recognise that it is critical, through effective two-way communication and employee engagement, to continue to guide and support the workforce more than ever before.

2.4 These drivers will provide an opportunity to build on the existing communications and employee engagement mechanisms and develop greater capability, with the aim of strengthening and future-proofing channels and engagement practices.

2.5 This strategy will:

- Outline the approach to assessing the effectiveness of Internal Communication and Employee Engagement activities throughout NHSGGC
- Consider established local and national frameworks already in place to continuously improve the employee experience
- Reference employee feedback that has been provided from over 26,000 employees, across a range of mechanisms including surveys, one to one sessions and group conversations.
- Confirm the Internal Communication and Employee Engagement Strategic Priorities for active delivery throughout 2022-2025 to strengthen, enhance and maximise employee involvement and interaction throughout NHSGGC.

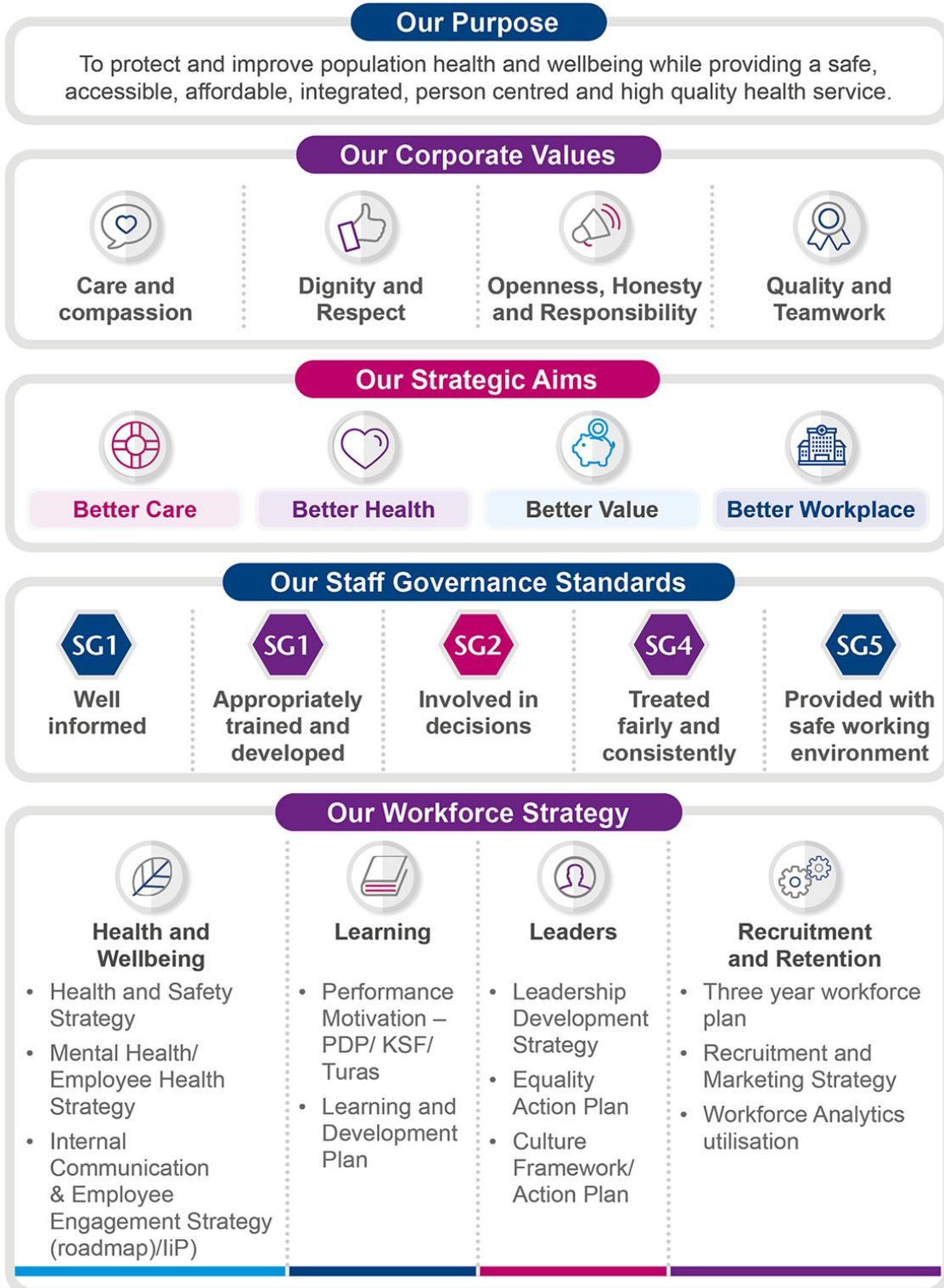
2.6 The Internal Communications and Employee Engagement Strategy has been developed to outline the key priority focus areas identified to establish a well-

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informed, safe, inclusive workplace where every voice matters, ensuring everyone is valued, respected and supported to achieve their personal best. This will result in increased connection, commitment and contribution to the organisation.

3. Strategic Overview and Context

3.1 The Internal Communication and Employee Engagement Strategy has been developed in alignment with our overarching NHSGGC strategic framework outlined below:



3.2 Our Internal Communication and Employee Engagement Strategy sits at the heart of achieving our organisational purpose, to protect and improve population health and wellbeing while providing a safe, accessible, affordable, and integrated, person centred and high-quality health service.

3.3 The aim of the Internal Communication and Employee Engagement Strategy is to continue the development of a well-informed, safe, inclusive workplace where every employee voice matters, ensuring everyone is valued, respected and supported to achieve their personal best, in line with our national Staff Governance Standard outline below.

4. National and Local Frameworks

4.1 Staff Governance describes the framework for managing and engaging employees within NHS Scotland. The commitments surrounding the framework are in place to ensure all staff have a positive experience at work, where they feel motivated and engaged with their role, team and the Board.

4.2 There are five Staff Governance Standard commitments that set out what staff can expect from their NHS Scotland Board, and they are that staff are:

- Well informed
- Appropriately trained and developed
- Involved in decisions
- Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued
- Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

4.3 The Standard also sets out corresponding responsibilities for staff (at any level within the organisation). Staff should:

- Keep themselves up to date with developments relevant to their job within the organisation
- Commit to continuous personal and professional development;
- Adhere to the standards set by their regulatory bodies
- Actively participate in discussions on issues that affect them either directly or via their trade union/professional organisation
- Treat all staff, patients & service users with dignity and respect while valuing diversity
- Ensure that their actions maintain and promote the health, safety and wellbeing of all staff, patients, service users and carers.

4.4 These dual commitments are in place to ensure all staff have a positive experience at work, where they feel motivated and engaged with their role, team and the Board.

4.5 NHS Greater Glasgow and Clyde (NHSGGC) Staff Governance Committee assesses how well the Board is complying with these Standards.

4.6 In addition to the Staff Governance Standard, the Internal Communications and Employee Engagement Strategy has been developed in full consideration of reflections within the Sturrock Report, and the Board's Cultural Framework, and our organisational values, all outlined below:

Sturrock Recommendations:

1. Open and active dialogue: Everyone Matters Workforce
2. Senior leaders: role modelling vision, values and behaviours
3. Assurance: Implement governance standards and value diversity
4. Employee engagement and feedback: Includes iMatter, prioritise and act
5. Promote awareness of Bullying and Harassment and Whistleblowing policies and procedure
6. Review training and development needs, and maximise talent development and management programmes, ensuring to be effective managers of people.

4.6.1 Board's Cultural Framework



4.6.2 NHS Vision and Values

Embedding our Corporate Values will be a fundamental part of, and a major catalyst to accelerating the delivery of our Internal Communications and Employee Engagement Strategy.



4.7 Having examined each of the four established frameworks outlined above, a number of parallel themes have been identified, and described later in the Strategy, helping to reinforce the foundations for the Internal Communications and Employee Engagement Strategic Plan.

4.8 Similarly, it is important that the purpose, vision and aims of NHSGGC is reflected within the Internal Communications and Employee Engagement Strategy output and that the action plan supports the organisation to achieve its corporate objectives.

4.9 One aim of this strategy is to help enable staff to understand what the organisational values mean to them, by ensuring that through effective communication and supportive engagement, staff members are supported to live the organisational values through their own working practices and employee experience.

4.10 As part of this, one of the fundamental aims of this strategy is to ensure that our values are at the heart of all internal communications and employee engagement activity undertaken within NHSGGC.

4.11 Recognising the strategic importance of every employee's experience within NHSGGC, in November 2020, a new 'Head of Staff Experience' role was created and appointed, specifically to drive this forward and support the delivery of the Better Workplace corporate aim.

5. Stakeholder Engagement

5.1 In order to effectively assess and understand the communications and engagement requirements of our staff at all levels and disciplines against a backdrop of channels and mechanisms currently in place across the organisation, a range of stakeholder groups were consulted, and their opinions sought.

5.2 Key stakeholders included in the collaborative development of the Strategy are outlined in **Appendix A**.



- ICEE Strategy Development Stakeholder Group – Appendix A
- NHSGGC Employees (via Communications Channel Audit, Collaborative Conversations, iMatter and liP feedback mechanisms)
- Human Resources Senior Management Team (HR SMT)
- Area Partnership Forum (APF)
- Workforce Equality Group (WEG) and respective forums
- Corporate Management Team (CMT)
- Staff Governance Committee (SGC).

The above-named groups were engaged at key points throughout the development of the strategy.

6. Internal Communications

6.1 Effective internal communications

6.1.1 Internal communication is the messaging, channels and strategies that an organisation uses to speak with and to its staff. The purpose of internal communications is to develop a core narrative, which summarises the organisation's goals, vision and objectives in a way that everyone can understand. This is at an overarching 'corporate' level, but also includes communications with staff at every level of the organisation.

6.1.2 "Effective internal communication is important for developing trust within an organisation and has a significant impact on employee engagement, organisational culture and, ultimately, productivity" – CIPD's paper on Employee Communication

6.1.3 The key benefits of internal communication are directly linked to employee engagement, productivity and the ability to effectively position an organisational narrative and build buy-in from staff. Internal communication brings together organisational objectives with supporting messages to foster the development of a narrative that is then communicated via a range of channels to reach all staff or targeted groups of staff.

6.1.4 The Sturrock Report noted that feedback from NHS Highland staff stated that the Board "would benefit from having a clear direction and momentum, strong clinical engagement and financial realism which comes from more effective organisation-wide communication." This is an important learning point, as while NHSGGC has effective channels in place, it is important that the Board utilises its communications output to drive a clear direction for staff, which is clearly linked to the organisation's objectives and supports each individual to understand how their role enables the delivery of them.

6.1.5 Sturrock also found that "Excellent communication is essential at all levels in the organisation and becomes ever more important with increased organisational size and complexity". This is particularly prevalent for NHSGGC as Scotland's largest Board and employer, which is why it is important that a suite of communications mechanisms is utilised, to enable reach, consistency of message and impact across the organisation.

6.1.6 There are several key determining factors to ensure effective internal communications:

- Interpretation of message, which enables individual understanding. This includes issues such as choice of language and more notably the ability to create messaging in plain, easy to digest words; the ease of translation; the ability to make the message or instruction relevant to an individual or team.
- Accessibility:

- Through the use of multiple communications channels. It is imperative that, as a Board, we recognise that each staff member will have their own preferred way to receive information.
- There are a number of key principles relating to accessibility to information for people with disabilities and those who face barriers to understanding (i.e. language, belief system, reading age, etc.). As such, communications output is produced;
 - In a range of formats (i.e. subtitled videos and accessible fonts)
 - In plain English (with opportunities for translation where required).

6.1.7 For those with direct and regular access to digital means while in a work environment (online staff), this will likely include a combination of the following:

- Email
- Instant messaging
- Video call and conference technology
- Intranet-type online sites and portals
- Websites
- Social media.

6.1.8 For individuals who do not use digital means to carry out the majority of their role and may only require ad-hoc shared access to digital means (offline staff), there is a greater requirement to utilise printed communications materials including:

- Posters
- Leaflets
- Physical briefing packs
- Social media via a personal device.

6.1.9 For both online and offline staff, face to face engagement in person or using virtual means is an essential element of the internal communications mix as it enables the fostering of a supportive culture and the further development of the objective to become a listening organisation. Likewise, the way in which the organisation blends the use of available internal communications channels to amplify reach and message delivery is key.

6.2 Internal communications within NHSGGC

6.2.1 Due to the scale and organisational complexity of NHSGGC, internal communications activity must be focussed, written and delivered in such a way that it is easily accessed or shared among teams.

6.2.2 Likewise, the ability for teams to create and share communications messaging of their own is also paramount to ensure that the knowledge base of staff concerning team, site or directorate level information is both shared at an appropriate time, and is able to be translated, bringing 'corporate' messaging to life in terms of how it impacts or enables an individual to carry out their role, engage in team activity or understand the culture of the organisation.

6.2.3 In terms of audience structure there are a number of factors which influence the flow and targeting of internal communications. These include:

- Multiple sites
- Staff shift patterns
- Online and offline roles.

6.2.4 Each of these factors independently impact the cascade of information, however, for many individual staff members, two or more may co-exist, which may cause additional barriers to access and understanding.

6.2.5 These factors also create a greater requirement for locally targeted messaging which in turn provide a significant opportunity for local leaders to engage with their teams and colleagues pan-site and pan-shift where needed.

6.3 Current internal communications channels and approaches

6.3.1 There are a range of corporate communications channels which are regularly utilised across NHSGGC and work in conjunction with local communications:

- **Core brief** – daily email update, which is also available on the NHSGGC website for staff who are offline for their role, but who wish to access digital channels via personal devices.
- **Campaign communications** – Such activities are focussed on specific programmes of work (e.g. the introduction of new operating systems, all-staff surveys, etc) or to support the launch and subsequent delivery of organisational objectives (e.g. the promotion of whistleblowing).
- **Staff communications web pages** – These pages are included on StaffNet (NHSGGC internal platform) and the NHSGGC website to enable all staff to be able to access relevant information from a work or personal device.
- **Leadership messaging** – Currently there are four primary mechanisms that are utilised for senior leadership messaging. There are:

- Chief Executive Core Brief, which is issued weekly via email.
- Board summary, which is circulated via email after each meeting.
- Video messaging, which is utilised for focussed messaging, often to specific staff groups (e.g. Nursing Directorate)
- Directorate specific employee briefings (e.g. Estates and Facilities, Clyde Sector, Women's and Children's and South Sector).

6.3.2 It is important to note that social media accounts are also used to a limited extent.

6.3.3 Historically, a Team Brief was intended to be carried out across each Directorate. This was structured as a cascade briefing tool, so that corporate messages would be flowed through the organisation. There was opportunity for people managers to add to the briefing, with localised messaging, which would be of relevance to their respective teams.

6.3.4 This model was utilised and worked well in some Directorates; however, it was not carried out consistently in all areas of the organisation. As a result of the pandemic, there have been challenges faced by managers, especially those with offline staff, to provide face to face support, and en-masse team briefings. This is specifically in relation to issues such as Estates and Facilities which would be suitable for delivering Team Brief face to face, which due to COVID-19 related guidelines, were no longer large enough to accommodate enough people. As such, the regular drumbeat has reduced, transitioned to paper-based briefing packs or in some cases stopped altogether.

6.3.5 While in some smaller teams, this type of face-to-face briefing has continued using digital means, there is a lack of consistency of approach within the organisation.

6.3.6 A monthly NHSGGC newsletter was produced prior to the pandemic, which included a mixture of news and people stories. It was paused in 2020. Currently there are some site-specific staff newsletters, which are published monthly and include organisational and people-focussed articles.

6.3.7 Outwith the formal NHSGGC communications channels, staff, with the permission of NHSGGC, have created employee Facebook groups, which can be utilised to share information, discuss issues and request peer support or guidance. The type of activity ranges from support information (lost and found, site events, giving thanks to other staff members, etc) through to operational issues and NHSGGC announcements, for example, changes to on site car parking.

6.3.8 These groups are used, on occasion, to inform staff about organisational information with the agreement of the group administrators, however, so as to maintain the position of a staff group run by staff, this is only utilised as a communications and messaging tool in specific circumstances.

6.3.9 NHSGGC also utilises an online platform, StaffNet, which operates as the intranet for NHSGGC. Although outdated, the homepage provides news (Hot Topics), useful links, including reporting systems (i.e. Datix), community pages and training links. The most utilised sections are eHealth and reporting systems.

6.3.10 Many of the key sections contained within StaffNet are links out to external sites. This is particularly prevalent for HR information, which is hosted on HR Connect, part of the NHSGGC website in order that the information contained is accessible in a digital format to all employees. It is important that this model is replicated to the replacement platform.

6.4 Baseline Assessment and Audit of Communication channels

6.4.1 As with most large organisations, NHSGGC's corporate communications channels span digital (i.e. email), physical (i.e. posters) and spoken word (i.e. team huddles) and similarly to other large organisations, not all channels are regularly accessible to all. This is particularly prevalent in relation to 'online' and 'offline' staff members, who will, due to the nature of their respective roles have specific needs.

6.4.2 In excess of 2,500 employees took part in the Channel Audit in August 2020. Hearing staff views on currently utilised communications channels and areas of potential focus was the primary aim. The majority of people who took part had regular access to internal, digital communication channels, such as personal email and StaffNet.

6.4.3 The purpose of the audit was to assess channel reach and use among staff; to inform channel development and proposed digital strategy; to determine staff members' communication preferences and to assess channels utilised in response to COVID. The findings from this audit have been reviewed alongside the feedback from the staff Collaborative Conversation sessions and the results from the previous all employee surveys (i.e. iMatter).

6.4.4 The findings showed that overall, the majority of staff were satisfied with the level of communication they were receiving, with over 65% of people marking key internal communications outputs as average, good or excellent. For example, Core Brief was highlighted as a particularly popular channel, predominantly due to the frequency and content and was also identified as one of the primary channels used by staff for organisational information on a regular basis. It was recognised as an inform mechanism, but especially through the COVID-19 pandemic, it has been viewed as reliable and up to date source of information.

6.4.5 As Core Brief is an e-communication, it does not directly reach all staff. Prior to the pandemic, it could have been printed locally and displayed on notice boards. However, given adherence to strict infection control measures, it would not be possible to keep the content current. Therefore, physical copies were not available to offline staff during 2020-2022, which has led to a reliance on documents such as the monthly Estates and Facilities brief or site-specific newsletters, in some cases, developed by staff themselves, to drive internal communications.

6.4.6 Much of the feedback from staff centred on engagement with leaders. This ranged from the desire for more face-to-face engagement with line managers, greater visibility of senior leaders and more community or locally focussed communications. While it is recognised that due to COVID-related constraints, face to face engagement is challenging, particularly for large groups, the expectation from staff is that it will make a resurgence, when restrictions allow.

6.4.7 Respondents noted that greater opportunities for a right to reply and two-way conversations required more attention and that the cascade of information was not as effective as it needed to be. This feedback is likely due to the amount of time required to physically reach all members of staff, the demands on individuals' work schedules and the constraints under which the organisation is operating under during the pandemic.

6.4.8 Respondents to the channel audit also noted that StaffNet, which operates in a similar way to an intranet, is outdated and needs to be refreshed.

6.4.9 Regarding email communication, specifically Core Brief, staff felt that it should be issued in a more timely way, ideally before late afternoon.

6.4.10 Staff feedback did show that email communications were popular, with Core Brief, including those from NHSGGC Chief Executive, Jane Grant, and the Acute Brief being well received. The Life in the Frontline videos were highlighted as a positive mechanism by which to engage as they use personal stories to show the importance of key programmes and roles within NHSGGC and local HSCPs.

6.4.11 The audit asked staff to identify the type of communication and engagement activity they would like to see more of, which would be beneficial to them as individuals and would have the most impact for their teams.

6.4.12 The following table shows the breakdown of responses with the top three highlighted.

	Number of responses	Percent
Face to face briefings	998	42.91%
Email updates (i.e. Core Brief, Acute brief etc)	925	39.77%
Local newspapers/site updates	735	31.6%
All hands briefing/team briefing	693	28.79%
Staffnet	608	29.14%
Access to senior leaders (business breakfasts etc)	555	23.88%
Senior leader blogs/video updates	419	18.01%
HR Connect	408	17.54%
News App	393	16.9%
Social media	365	15.69%
Colleague blog/video updates	274	11.78%
Communications Portal	268	11.52%
Podcasts	235	10.1%
Other	140	6.02%

6.4.13 Using the findings of the channel audit as a reference point for identifying internal communications metrics, the following area were identified as requiring focus:

- Face to face engagement:
 - Many respondents noted a requirement for more engagement with line management.
 - The need for more opportunities to have a right to reply, two-way conversations and effective information cascade were highlighted.
 - Senior leader visibility was felt to be lacking but regarded very desirable by staff.
- Community/locally focussed comms:
 - Communications channels specific to sites or Directorates
 - More information about how our staff and our services play a role the communities in which we operate. This includes community activities where staff and/or services work with community groups and charities.

- Sentiment in relation to email communication is split. Many respondents preferred it as a medium, but a significant number of staff said they would like the frequency to be reduced:
 - On the whole, Core Brief has been well received, however the timing of comms output has been noted as an area of improvement.

6.4.14 The feedback from the audit, when overlaid across the various staff survey results, including the Collaborative Conversations and the results from our Investors in People programme of work at the Inverclyde Royal Hospital (IRH), which stated that communication with staff at IRH about what is happening on the site has improved, due to a newsletter and a more effective and regular team briefing, supports the focus to be placed on three main areas;

- **Time** – to consume messaging and to engage effectively
- **Focus** – utilising a mix of ‘corporate’ and local messaging (i.e. ‘what matters to you?’)
- **Access** – enabling a range of mechanisms / channels to access information, dialogue opportunities at all levels.

6.5 Feedback themes via conversations or other qualitative approaches

6.5.1 The use of, and access to, digital channels has been a key discussion topic across several staff audits and surveys, including the Collaborative Conversations that were held with staff. Generally, the response to the use of social media has been mixed, with around half of those inputting being supportive and willing to explore more digital technology as a means to both receive information concerning their team, changes to working patterns and requirements as well as a means to engage with other team members, to use as a mechanism to ask questions and suggest improvements and to respond to staff surveys. However, while many employees do own a smartphone, feedback from the Disability Forum is that in some cases these may not use the features to enable utilisation of social media.

6.5.2 Due to the size and complexity of NHSGGC, the ability to determine a ‘corporate’ tone of voice can be challenging. This is due to the number of defined audiences and that access to all channels isn’t uniform. However, there are opportunities through utilisation of corporate and campaign identities, for example visual assets, and adapting tone of voice to align to topic area, to enable staff to identify the subject matter more easily and engage with it where required and relevant. Such methods have been implemented successfully in recent campaigns including the iMatter employee personas, which were developed by NHSGGC and have subsequently been adopted by NHS Scotland as best practice.

6.5.3

“Organisations need to communicate effectively with their employees. It sounds simple, but the reality is less so. And as organisations get bigger, become increasingly dispersed and change quicker this becomes a more complex challenge. At the most basic level, you have to communicate well at the right time, so employees know what is expected of them and what is happening in the organisation. At a deeper level, for employees to feel engaged with their workplace and give their best, they have to see that their organisation cares about their views and understand how their role contributes towards overall business objectives.”

Institute of Internal Communications.

6.5.4 The choice of communication channel, or use of a variable suite of channels, will influence how accessible and easily understood a message or campaign is. As with the majority of large organisations, NHSGGC utilises a range of communications channels, to reach staff.

6.5.5 The channels adopted will vary from campaign to campaign, due to the variable nature of the audience. It is important that prior to the launch of any new campaign or initiative that the channels available are assessed against a backdrop of accessibility, reach and likely interactions with the relevant individuals or groups.

6.6 Changing Digital Landscape

6.6.1 NHSGGC already has various established digital channels available and with the recent utilisation of MS Teams, a further opportunity to communicate has been created. Currently, it is generally utilised as a meeting tool, however, there is the opportunity to incorporate a number of additional features within the platform, including Viva, which is an employee experience platform that incorporates an app style technology, employee wellbeing widgets and document sharing capability.

6.6.2 It is expected that there will be staff members who do not wish to access work related information via their personal device, which is the reason that any app or digital channel would be voluntary use.

- There are a number of ways in which app-style technology can be incorporated into the channel matrix;
 - Commercial off the shelf (COTS) solution taking tested technology and embedding it into the organisation
 - Custom design, which could be an adaptation of existing technology, amended to suit specific requirements or a completely new design and build
 - Incorporated technology from existing systems, including plug-ins.

6.6.3 Work has been undertaken to review potential approaches to developing NHSGGC's digital channels using app-based technology. A custom design has been

ruled out due to cost of initial design and set-up combined with ongoing development costs associated with being the creator of a new solution. It is proposed that further scoping of an approach will be evaluated. An example being below;

6.6.4 Microsoft Viva is incorporated into MS Teams and is available as part of the contract between NHS Scotland and Microsoft. This plug-in offers a personalised platform for each staff member, using insights to determine engagement and wellbeing issues and opportunities. Due to Viva being linked through MS Teams there is also the opportunity to have shared workspaces and wellbeing monitors for staff members. It is at the discretion of the organisation when this specific plug-in is activated as part of the wider eHealth Microsoft 365 (M365) migration programme.

7. Employee Engagement

7.1 Employee engagement is the emotional commitment employees have to the organisation and the organisation's goals. Engaged employees genuinely care about their work, the products and services they offer, as well as the organisation they represent. When employees are truly engaged, they strive for excellence and often go above and beyond expectations to support the delivery of goals.

7.2 There is not one single definition of Employee Engagement. As part of the preparation of this document we have considered various definitions, three further examples are quoted below (Harvard Business Review).

“
Engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organisation. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job...It is a concept that places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a twenty-first century workplace.”

(Professor Katie Truss)

“
A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employee and employer.”

(Institute of Employment Studies)

“
A set of positive attitudes and behaviours enabling high job performance of a kind which are in tune with the organisation's mission.”

(Professor John Storey)

7.3 Having engaged employees results in enhanced service, quality and productivity, which in turn leads the delivery of organisational objectives, and within NHSGGC, relates specifically to effective delivery of our corporate aims:



Better Health



Better Care



Better Value



Better Workplace

7.4 Across NHSGGC, there are a number of successful and effective employee engagement strategies and evaluation programmes already underway and encapsulated within our [Workforce Strategy](#). We have utilised feedback from some of these engagement mechanisms to help inform the development of this Internal Communication and Employee Engagement Strategy. Some examples include:

- iMatter: The Staff Experience Continuous Improvement Tool
- Collaborative Conversations
- Investors in People Programme
- Workforce Equality Group (WEG) and employee led Equality Forums
- The Area Partnership Forum is the NHSGGC Board wide Forum where negotiation and collaboration takes place to progress continuous improvement.

7.5 An overview of some employee engagement strategies will be described in turn below.

7.6. iMatter – National Employee Experience continuous improvement Mechanism

7.6.1 iMatter is the established NHS Scotland Employee Experience continuous improvement mechanism designed in partnership, to help individuals, teams, Directorates/HSCPs and Boards, understand and continuously improve employee experience.

7.6.2 NHSGGC achieved an encouraging iMatter 2021 response rate of 51%, which represents 23,035 respondents from across all Directorates and Health and Social Care Partnerships (HSCPs).

7.6.3 The Employee Engagement Index (EEI) for NHSGGC iMatter in 2021 achieved a score of 74. This index score provides a relative measure of the level of employee engagement, based on responses to the first 28 questions in the iMatter questionnaire. A score of 74 sits in the 'top' category of '**Strive and Celebrate**', showing a relatively positive level of engagement overall.

Top Five Consistent Areas of Excellence	Top Five Priorities/Opportunities for Change
1 I am clear about my duties and responsibilities	1 I feel my organisation cares about my health and wellbeing
2 My direct line manager is sufficiently approachable	2 I am confident performance is managed well within my organisation
3 I have confidence and trust in my direct line manager	3 I have confidence and trust in senior managers/Board Members responsible for the wider organisation
4 I feel my direct line manager cares about my health and wellbeing	4 I feel senior managers/Board Members responsible for the wider organisation are sufficiently visible
5 I understand how my role contributes to the goals of my organisation	5 I feel sufficiently involved in decisions relating to my organisation

7.6.4 The areas of strength and opportunity highlighted in the report ([click here](#)), echoes consistent verbal feedback through various forums, and aligns with other recommendations highlighted in local and national frameworks and guiding principles.



7.6.5 There has been an encouraging response to iMatter in 2021, especially given the pandemic circumstances at the time of the survey. The overall results were positive with 24 of the 29 measures achieving the ‘strive and celebrate’ category, alongside key continuous improvement opportunities across the organisation - specifically around encouraging greater leadership visibility, performance management (ownership and accountability) and results, involvement in decisions (inclusion).

7.6.6 With a wealth of information available across each Directorate and HSCP, this is being utilised and explored in further detail to drive coordinated strategic and local actions, strategically and through our local iMatter leads as well as our Investors in People programme.

7.6.7 iMatter feedback will continue to be given significant consideration and has influenced the priorities within the Internal Communication and Employee Engagement Strategy, and the five emerging strands summarised as; Visibility, Ownership, Inclusion, Collaboration and Excellence (VOICE).

7.7 Collaborative Conversations

7.7.1 The 'Collaborative Conversations' mechanism was developed to facilitate one-to-one confidential conversations for a duration of 30-45 minutes per person, to achieve rich and meaningful feedback, across 10 pre-agreed question sets, developed in partnership.

7.7.2 This approach was piloted with an initial cohort of 42 employees, and a second cohort of 70+ employees, actively listening to colleagues from a range of locations and disciplines at varying levels to share their views to enhance the overall employee experience. All feedback has been consolidated, analysed and themed.

7.7.3 The feedback to date has supported positive change with regard to the positioning of the new Whistleblowing Policy, accelerated Equality and Diversity activity through our revised and enhanced Workforce Equality Action Plan, and influenced how we approached iMatter activity, as well as the wider Employee Experience priorities.

7.7.4 This Collaborative Conversations approach has been received well by participants and facilitators and is seen as an additional way to reach employees throughout NHSGGC, and actively respond to their recommendations.

7.7.5 Overall findings align with the core themes in the iMatter survey, with a key emphasis on visibility, ownership and empowerment, involvement and inclusion (equality, diversity and accessibility), alongside greater collaboration and two-way communications, as we continue to strive for excellence.

7.7.6 Feedback themes from one-to-one Collaborative Conversations

ID	Section	Strength – continue to build on	Opportunity – together we will focus on
1	Perception	87% positive comments	13% could feel more valued
2	Surveys	79% take part in surveys	Large majority suggest it could be a better experience including enhanced (communication and engagement, leadership encouragement, visible results)
3	Equality	67.5% believe there is a culture of equality	20% believe there is not a culture of equality 12.5% are indifferent Inclusion, diversity and equality awareness programme
4	Speaking up	57.6% very confident to 'speak up'	Support people to feel confident / speak up – visible / approachable
5	Involved	Relationships (in some areas)	Culture: Communications and Leadership effectiveness /availability
6	Whistleblowing	Familiar with the term, some good knowledge, high integrity to do right thing	Requirement for education, clarity and alignment, on policy, procedure and application
7	Better Workplace	Generally positive experience	Greater leadership visibility, communications and engagement
8	Engagement	82.5% would use a personal phone	17.5% would not use a personal phone
9	Collaboration	97.5% keen to continue to participate and many would recommend to others	2.5% would prefer not to participate going forward
10	Continuous improvement	Most enjoyed the conversation experience	Explore views on personal development

7.7.7 Feedback themes from group Collaborative Conversations

	Strengths	Opportunities	Risks
Communications	<ul style="list-style-type: none"> • Pockets of excellence • Communications to staff • Core Brief • Chief exec communications • Some local activity 	<ul style="list-style-type: none"> • Excellence consistency • Involvement • Relevance and repetitive nature of comms • Access to people and information • Two way dialogue • Cascade of information 	<ul style="list-style-type: none"> • No time to communicate • Communication is an 'add on' • Staff not interested • Relevance • Compliance v commitment • Literacy • One-way
Engagement	<ul style="list-style-type: none"> • People care deeply • Sense of purpose and pride • Sense of family community/ commitment and contribution • Peer to peer relationships • Real pockets of excellence • Support line management 	<ul style="list-style-type: none"> • Two way dialogue • Training and development • Career pathways • Succession planning • Front line manager/ supervisor capability • Involvement/ empowerment • Employee voice - confidence speaking up 	<ul style="list-style-type: none"> • Capacity • Some people in overwhelm • Disillusioned • Appreciation - retention • Attendance/absence • Equality (R&R)

7.8 Workforce Equality Group (WEG) and Employee Forums / Network

7.8.1 There are five established key stakeholder groups actively contributing to the growth and development of our Equality, Diversity and Inclusion activity – the Workforce Equality Group (WEG), One NHS Family and three employee Forums / Network – the Staff Disability Forum, the BME Network and the LGBTQ+ Forum. There are approximately 100 employee members within each of the three Forums / Network, and each Forum / Network has a coordinated action plan and vision for success. Key themes include, developing the Forum / Network chairs, growing Forum / Network membership, increased Forum visibility and access, as well as progressive action plan delivery to enhance the overall employee experience and continuously build a Better Workplace.

7.8.2 Collaboration with WEG and Forum / Network members, including the establishment of a Communications sub-group, has helped identify key priorities

within our Workforce Equality Action Plan and Forum / Network Action Plans. These priorities are reflected in our recommendations.

7.8.3 As part of continuously delivering against the revised Workforce Equality Action Plan, there is a heightened focus on the importance of developing our managers to drive forward our commitment to equality, diversity and inclusion.

7.9 Investors in People

7.9.1 NHSGGC has engaged with 'Remarkable', the authorised assessors of Investors in People (IiP) to assess the Board as a whole and by cluster, providing external benchmarking and assurance, improvement feedback and accreditation for achieving high workplace standards and being a great place to work.

7.9.2 The initial pilot at Inverclyde Royal Hospital has influenced a cluster IiP accreditation approach as the IiP programme is scaled up across the organisation. This approach will strengthen relationships between employees and directorates working on the same sites to improve their workplace, enhancing and building on their site identity. Involvement of key stakeholders from each Directorate in newly established Cluster Workforce Groups will enable all groups of staff on a site to get involved in making positive changes. Irrespective of their cluster IiP assessment result the groups agree a development plan based on the recommendations in their assessment report.

7.9.3 An initial assessment (January 2021) took place at Inverclyde Royal Hospital, with workshops and interviews involving a randomly chosen sample of 70 employees and 301 responses to a bespoke survey. Although this assessment indicated that the IiP standard had not quite been met, it indicated the development work required and the site then **successfully** achieved the standard following a re-assessment in November 2021.

7.9.4 The IiP Corporate Cluster (made up of office-based staff from the Corporate Services Directorates as well as staff based in Estates & Facilities Units) commenced assessment in February 2022. A sample of 130 staff took part and the Cluster was successful in achieving the standard.

7.9.5 The assessment schedule will then consist of South Cluster, West Cluster, Clyde Cluster and North Cluster running throughout 2022.

7.9.6 We have a number of internal employee engagement mechanisms and approaches currently being utilised, which have helped to shape the employee experience to date, and ensure that staff have access to relevant and timely information. In addition to the examples outline above, further support and engagement mechanism can be viewed here, [NHSGGC : Support Routes](#)

7.10 Partnership Forums

7.10.1 Within NHS Greater Glasgow and Clyde, we take pride in our strategic partnership relationship with our Area Partnership Forum, and across the organisation more locally with a number of partnership forums established to represent colleagues in all Directorates, Sectors and Health and Social Care Partnerships, across all job families. We collaborate and cooperate with partnership representatives at an organisational and local level to continuously improve outcomes for our employees and our patients.

7.11 Learning & Education

7.11.1 While this strategy sets out a range of approaches through which staff will be communicated with, engaged with and effective dialogue created, key to our success will be ensuring leaders at every level have the skills and capabilities to have engaging conversations with their staff, where they listen and act upon staff feedback to create a great staff experience.

7.11.2 On that basis, we will continue to incorporate engagement skills into our core leadership and management development programmes. This will include identifying opportunities to integrate this development with the programmes set out in this strategy to provide experiential learning for managers as part of a blended approach to leadership development.

8. Monitoring and Governance

8.1 Our governance route outlines how we will monitor, deliver and evaluate this Strategy.

8.2 In line with this proposed strategic framework, there will be an engagement campaign to promote this strategy, and encourage further feedback, recommendations and continuous improvement.

8.3 The Strategy and associated action plans will be reviewed annually and where required, reports provided to the appropriate governance groups.

8.4 Governance Route

- Directorate level engagement including the Human Resources Senior Management Team (HR SMT)
- Area Partnership forum (APF)
- Workforce Equality Group (WEG)
- Corporate Management Team (CMT)
- Staff Governance Committee (SGC)
- NHS Greater Glasgow and Clyde (NHSGGC) Board.

9. Strategic Priorities

9.1 On the basis of the research and engagement activities that have been undertaken, the following strategic priorities have been formulated. These will form the basis of the Internal Communications and Employee Engagement Strategy Action Plan that will be developed for delivery from 2022-2025.

9.2 Evaluate our effectiveness through iMatter and Investors in People

9.2.1 A culture of excellence will be established, where celebrating success and two-way feedback rich conversations are everyday occurrences. Actions include:

- Utilise the standards and criteria within the Investors in People (IiP) framework to align with our organisational strategic framework and Maximise External Benchmarking.
- Continue to involve employees in the IiP working groups, and beyond, becoming advocates and champions for the delivery and implementation of all aspect of the Internal Communications and Employee Engagement Strategy.
- Continuously enhance our iMatter programme, action planning and reputation as a key mechanism for driving an outstanding staff experience across GGC.
- Explore routes to encourage greater participation in future rounds of iMatter survey, action planning and the team stories, whilst celebrating performance to date.

9.3 Embed our Vision, Values, Behaviours and Objectives across the organisation

9.3.1 Visibility of Vision, Values and Objectives is an essential part of the Internal Communication and Employee Engagement Strategy, and Culture Framework to ensure that everyone is working towards shared goals to deliver the right things in the right ways. To achieve this, we will:

- Create and implement an awareness and engagement campaign to ensure alignment and integration across the organisation
- Establish a culture where people acknowledge the values every day, celebrating excellence in line with the values, and challenging / calling out behaviours that contradict our values, stating preferred behaviours
- Facilitate Quarterly CEO / senior leadership 'two way' dialogue workshops under the 'Better Workplace' corporate aim.

9.4 Equip our leaders and managers to facilitate open two-way dialogue

9.4.1 A clear theme across all employee feedback sources emphasised the increased requirement for effective, two-way engagement conversations and channels at all levels across the organisation.

9.4.2 Employee experience is heavily influenced by the relationships employees have with their leaders and managers. Manager's and leader's ability to encourage two way dialogue, through active listening and effective responding is a key factor in employee engagement and the employee's overall experience.

To achieve this, we will:

- Through our Collaborative Conversations programme, equip and encourage managers and leaders to facilitate purposeful, outcome-driven conversations to build on colleagues ideas.
- Continue to utilise Collaborative Conversations as a method to engage employees across all Directorates and HSCP to share view and concerns at Board level.
- Develop our managers to continuously improve the employee experience, through employee involvement and active listening, and encouraging the employee voice and active contribution. It is a key organisational priority to develop managers in Two-Way Communication and Engagement Conversations, in both one-to-one conversations and groups conversations, where emphasis is on both the employee and the organisation.
- Continuously encourage employees to be involved, actively participate in conversations, and to share concerns and ideas – and be met with responsive, well-equipped, encouraging managers and leaders who actively, listen and follow up in line with the organisational values, in alignment with our Collective Leadership Programme and our Workforce Strategy.

9.5 Empower our workforce to speak up, share concerns and ideas for continuous improvement

9.5.1 A truly high-performing culture provides clear channels for employees to speak up, embrace difficulties and receive appropriate support and interventions. To support this activity, we will:

- Drive forward an awareness, education and engagement campaign focussed on ownership, accountability and trust, in line with our strategic framework (organisational values, values, corporate objective and staff governance standards)
- Ensure leaders and managers are equipped and aligned to both lead the change and respond to employee feedback
- Engage the workforce through an extensive campaign on Speaking Up, raising awareness and understanding of the various channels

here [NHSGGC : Support Routes](#), ranging from conversations with line managers, to occupational health, through to whistleblowing, ensuring alignment with our whistleblowing policy, sponsor and champions.

- Encourage a culture where employees share views, concerns and ideas to help build a better workplace and where employees know they can influence positive change.
- Embed this through effective leadership and management encouragement, together with the attraction and appointment of Change Champions (Speaking Up Champions), amongst other routes.

9.6 Promote our culture of equality, diversity and inclusion

9.6.1 By acknowledging diversity in line with our Values and Staff Governance Standards, this will help attract and retain greater diversity across our organisation, and inspire excellence at every level. To achieve this, we will:

- Continue to drive forward our Workforce Equality Group and Equality Forum activity, and deliver our Workforce Equality Action Plan
- Develop our workforce to skilfully challenge inappropriate behaviours, and promote positive behaviours in line with our organisational values
- Ensure equality, diversity and inclusion is integrated across all five Staff Governance Standards (SGS), enhancing visibility and impact of the standards at the same time.

9.7 Equip our workforce to lead and champion positive change in line with our Staff Governance Standard

9.7.1 In order to develop the understanding of the Staff Governance Standard among employees and to fully embed them into our daily ways of working at all levels across the organisation, we will:

- Develop an awareness campaign and encourage conversations regarding two-way responsibilities within the Staff Governance Standard
- Ensure all employees are aware of the Staff Governance Standard and how this contributes to a positive experience at work, where they feel motivated and engaged with their role, team and within NHSGGC
- Ensure expectations of both the organisation and the workforce are well understood and actively demonstrated through number of mechanisms.

9.8 Enable access to communication, developing a clear style for specific communication channels, including via the re-invigoration of Team Brief

9.8.1 Effective internal communications that meet the needs of all our staff is key to the success of this strategy. Team Brief will be a cascade approach, containing information across the organisational structure and the delivery of it should be carried out by every person with line management or supervisory responsibility. As such, the following actions will be taken:

- Team Brief should be used as a monthly channel for engagement, with structure put in place whereby the onus is shared across the organisation
- All people managers, at every level of the organisation, will be responsible for communicating Team Brief to their teams. All people managers should have a formal objective set on an annual basis to engage with their teams, with Team Brief utilised as a key mechanism to achieve this. To ensure this reaches all staff, the Communications team will work with offline teams to create a process which will better support face to face engagement with all staff.
- For teams with regular access to digital means, people managers will be encouraged to invite their direct reports as a minimum to a monthly engagement session to deliver key organisational, directorate and team information, with the opportunity for staff to ask questions and take part in active discussions about key issues for their team.
- Produce a style guide for communications channels where information will be shared with the organisation and will enable people to direct themselves to specific channels, depending on their area of interest.

9.8.2 Recognising the differing communication aptitudes across NHSGGC, including literacy barriers or learning difficulties, such as dyslexia, we will provide information that people need, delivered in a way that they wish to receive it. This will include:

- Creating and enabling a range of accessible communication and engagement means
- Encouraging active and inclusive participation within engagement activities, ranging from face to face, one-to-one conversations through to en-masse briefing sessions
- Have an ongoing commitment that all communications materials, whether digital or printed will be clear, concise and always in plain English.

9.9 Reinvigorate online internal communications, including a re-evaluation of Core Brief and development of digital channels.

9.9.1 To ensure that we meet the internal communications needs of the organisation, we will continue to strengthen and broaden the range of means we use across GGC for communication and the tools available to managers locally to have effective dialogue with their staff. To do this, we will:

- Undertake an engagement process to assess reach and usability of Core Brief to determine how it will be utilised and set the direction of the channel for staff so that the purpose is clear and it can be accessed across the organisation.
- Recommend that Microsoft Viva is adopted as part of the wider M365 migration, in the first instance and trialled over an 18 month period where access, usability and utilisation is assessed. A decision will then be taken following a period of engagement and trial about whether an additional channel is warranted. There are a series of additional applications within M365, which will be brought online on a gradual basis based on the eHealth adoption and roll-out programme of works. This includes functionality such as Yammer.
- Recommend that StaffNet is retired completely, an intranet style landing page will be created by means of replacement, which will streamline what is currently available and focus on ease of navigation and accessibility to key areas based on user analytics.

9.9 Reinvalidate online internal communications

9.9.1 A pivotal element of the migration to M365 is the construction of a replacement for Staffnet. The following activities will be undertaken:

- A landing page akin to an intranet homepage will be developed, which will include key information, access to Directorate level information through a hub site construct and team sites, which will be the replacement for server drives and the transition to sharepoint. Team sites will be the responsibility of specific teams and utilised for file sharing, etc and therefore not in the scope of this Strategy.
- At a Directorate level, there will be a section utilised as a repository of information for staff. For example, the eHealth area will incorporate links to the help desk, key IT documents, such as requisition forms, etc. and general eHealth information concerning areas of responsibility.
 - Develop a Communications hub that will be utilised for employee stories, giving scope to then change the focus of Core Brief to operational information.
- Utilising the already established channels, and following the relaunch of Core Brief, the new 'intranet' will also be used to host people stories. This will enable NHSGGC to formally note staff achievements to support a growth in staff morale and support any opportunities for recognition which are in operation across the Board.

9.10 Develop senior manager presence on social media

9.10.1 As detailed in the [NHSGGC Social Media Strategy](#), utilising social channels provides “an opportunity for senior leaders to engage with their teams and for staff members at all levels to have access to organisational information.” As such, we will:

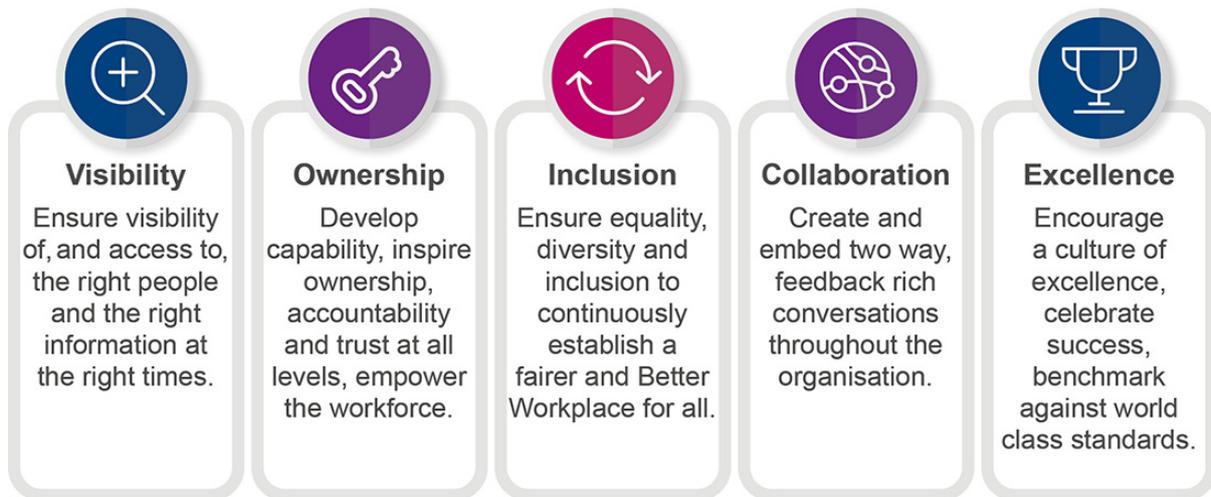
OFFICIAL SENSITIVE

- Increase the visibility of people in senior roles, providing staff with the opportunity to see and hear those at the head of their Directorate or service, who they wouldn't otherwise have the opportunity to regularly engage with. Therefore, the reach via this mechanism has the potential to be much larger than it would be if NHSGGC were to use a combination of hard copy and internal digital channels, such as staff email or e-briefing documents.
- Encourage senior leaders to combine personal with professional posts, to show a level of their personality, giving our staff an insight into the person behind the role, which in turn promotes common ground, leading to positive interactions and relationship building, albeit via digital means.

We have set out how we will deliver these themes in the action plan set out in Appendix B. We will continue to work in partnership and with key stakeholders across NHSGGC to develop and monitor detailed implementation plans, reporting outcomes back through the Staff Governance committee and Area Partnership Forum.

10. Consolidation and Alignment

10.1 Consolidation of all of the feedback and assessments outlined above has led to the development of the five key work streams within the Internal Communication and Employee Engagement Strategy. Outlined below is an overview of each of the work streams established to accelerate the development a well-informed, safe, inclusive workplace where every voice matters, ensuring everyone is valued, respected and supported to achieve their personal best.



11. Strategic Overview



Visibility

Ensure visibility of, and access to, the right people and the right information at the right times.

- Embed our Vision, Values, Behaviours and Objectives across the organisation
- Develop Leaders and Managers Visibility and their Presence on Social Media
- Re-evaluate Core Brief and re-invigorate Team Brief



Ownership

Developing capability, inspiring ownership, accountability and trust at all levels, empowering the workforce

- Equip our workforce to lead and champion positive change in line with our Staff Governance Standard
- Develop and Embed Change Champions
- Empower our workforce to 'Speak Up', sharing concerns and ideas for Continuous Improvement



Inclusion

Ensuring equality, diversity and inclusion to continuously establish a fairer and Better Workplace for all

- Promote our Culture of equality, diversity and inclusion
- Enable access to communication
- Create clear style for specific communications channels



Collaboration

Creating and embedding two-way feedback rich conversations throughout the organisation

- Scale and embed our Collaborative Conversations
- Equip our Leaders and Managers to facilitate open two way dialogue
- Reinvigorate online internal communications and develop digital channels



Excellence

Encouraging a culture of excellence, celebrating success, benchmarking against world class standards

- Evaluate our effectiveness through iMatter and Investors in People
- Devise and embed the Celebrate Success Framework

Appendix A – Stakeholders

Executive Sponsors

- Anne MacPherson (AM), Director of Human Resources & Organisational Development
- Sandra Bustillo (SB), Director of Communications and Public Engagement
- Ann Cameron-Burns, Employee Director

Strategy Leads

- Pamela Martin (PM), Head of Employee Experience
- Cat Ospedale (CO), Deputy Director of Communications

Stakeholder

- Mark Allen (MA), Senior Administrator
- Diana Hudson (DH), Staff Governance Advisor
- Ayesha Bains (AB), Workforce Equality Project Officer
- Alastair Low (ALo), Planning and Development Manager
- Jac Ross (JR), Equality and Human Rights Manager
- Oudwin Griffith (OG), Chair – BME Network
- Kate Ocker (KO), Chair – Employee Disability Forum
- Amanda Law (AL), Chair – LGBTQ+ Forum
- Moira MacDonald (MM), Head of Learning and Education
- Doug Mann (DM), Head of Organisational Development
- Joanne Freel, Information Technology
- Finlay Craig, Information Technology
- Watty Gaffney (WG), Partnership Rep
- Paul Britton (PB), Partnership Rep

Employees – 26,000+

- iMatter 2021 - 23,035 Employees
- Collaborative Conversation (phase one and two) – 110 employees
- Communication Channel Audit – 2,500+
- Investors in People

Governance Route

- HR SMT
- Area Partnership forum (APF)
- Workforce Equality Group (WEG)
- Corporate Management Team (CMT)
- Staff Governance Committee (SGC)
- NHS Greater Glasgow and Clyde (NHSGGC) Board

Appendix B - Benchmarking Research

What Success Looks Like

As described, the aim of the Internal Communication and Employee Engagement Strategy is to continually improve a well-informed, safe, inclusive workplace where every employee voice matters, ensuring everyone is valued, respected and supported to achieve their personal best. The success of this will be reflected through:

- Our annual Staff Governance Standard return, comparing this against national best practice, particularly in relation to staff feeling Well Informed and staff Involved in Decisions.
- As a key enabler of accreditation against the IIP Standard for clusters across the Board, particularly against the IIP indicators relating to Empowering & Involving People
- Through benchmarking against our annual iMatter returns, seeking continuous improvement, particularly against questions relation to staff feeling involved in decisions, putting forward suggestions and

By using the mechanisms set out in this strategy to continually test and improve our engagement techniques, working in partnership and with staff right across NHSGGC to understand how effective our communications and engagement is in enabling a great staff experience.

Key to driving that improvement, will be to understand how our practice compares to national and even international best practice, through a rigorous approach to benchmarking and learning from other organisations.

Benchmarking Internal Communications and Employee Engagement Practices

To benchmark the proposals contained within the Internal Communications and Employee Engagement Strategy, against internal and external standards, comparisons were made between NHSGGC and three other NHS Scotland Boards. This was a useful yardstick by which to determine how internal communications and employee engagement mechanisms are focused in similar organisations. Additional research was undertaken to review NHSGGC's current communications and engagement practices against a backdrop of corporate, private sector organisations of a similar size, noting that the budgetary capacity for many such companies will be substantially higher than a comparable public sector organisation

Internal Communications can often be the focus of debate across organisations where cost, access to technology and time devoted by both the employee and the leader and/or manager to deliver and engage with messaging is reviewed.

Across the majority of organisations, a mix of online and offline communications and engagement mechanisms are utilised and the balance of these is generally a result of access to channels, geographic spread of staff and budget.

From a NHS Scotland standpoint, NHSGGC is well aligned to other Boards and although larger, is utilising similar techniques and communications channels to communicate with and engage members of staff. The following table notes the key elements of internal communications and employee engagement from NHS Lanarkshire, Grampian and Forth Valley.

	NHS Lanarkshire	NHS Grampian	NHS Forth Valley
Employee Communication Channels	Two - Weekly staff briefing and update the internal digital platform, The Pulse , on a daily basis	Two - a staff intranet and global (i.e. all staff) email system.	Three main channels - Staff Intranet, Staff Brief and Staff News
Digital Channel Usage	As outlined above.	Both are digital. Intranet used for all relevant staff content (i.e. news pages utilised for operational info etc., "staff scrapbook" used for more "fun"/non-work info including staff discounts, sport/recreation events, etc.). These pages are updated as needed and usually multiple times each day. Global email system. A daily Staff Brief email is issued at the end of each working day to all staff - this is mostly need to know info and	All channels are digital – Staff Intranet updates are daily, Staff Brief (normally weekly), Staff News (monthly) – Staff Intranet and Brief are mainly used for operational information (local and national and Staff News focusses more on staff stories, news and achievements

		<p>updated (they are also put on the intranet news section). The system is also used to issue "red top"/urgent email updates in the event of time critical/urgent news (i.e. large IT outages, estates work such as water/power outages, etc.). These are issued sparingly – approximately one or two per week depending on the event. Managers of those staff who do not have ready access to email/internet are expected to produce hard copies for their teams to read.</p>	
<p>Employee App for staff communications</p>	<p>No app is being used for internal communications purposes however the staff wellbeing team is currently exploring the idea.</p>	<p>Not established. Currently trialling Trickle with a few hundred staff until the end of the year. If it is successful, we will hopefully roll it out to all staff. The purpose of it is to communicate with staff in a more "bespoke" way - the comms can be pinpointed, but not limited to, specific teams/depts. i.e. acute staff gets more info relating to acute etc. It also gives staff a platform to openly share concerns/issues/suggestions with the most appropriate team/dept.</p>	<p>No</p>

Face to face engagement methods adopted	Not currently as a result of COVID. Expect to recommence face to face early 2023 to coincide with new CEO taking up post.	Yes - CEO/CEO team/SLT team have weekly walk rounds to different areas/depts. Content is both cascade communications and general engagement. It is usually quite casual and tailored to what the staff in that department/CEO/SLT wish to speak about.	At the moment there is a hybrid of online and face-to-face information and engagement sessions taking place across local health and HSCPs but expect face-to-face to increase going forward. Also seeing more face-to-face staff events and training taking place.
Social media usage for staff communications	Social channels are used to communicate with staff and there is a decent level of engagement. There are teams who have closed social media groups but these are not managed centrally by NHSL Communications team.	Yes. More general approach. NHSG's social media accounts are primarily public facing but content that is aimed at staff is published on occasion. However, social media (excluding YouTube) is blocked by NHSG's IT network so staff cannot access it on a networked device/while at work. Closed/private groups specifically for staff do not exist currently.	NHSFV tends to use social media to target external audiences as even though some staff follow us on social media the majority of followers are patients and members of the public. As such, staff communications are not deemed to be relevant to this audience.
Staff Communications Champions	Not currently, but has been previously considered.	No - however with the Trickle App, those teams that are partaking in the trial have a "comms champion" for their particular area of expertise (i.e. estates) whose job it is to upload/update the app with their teams' updates and deal with any issues in their area (with corporate comms support if needed).	No. NHSFV has Speak Up, Whistleblowing Champions as well as Mediation and Spaces for Listening leads but not specific champions for internal comms

Frequency and mechanisms utilised by senior leaders / Board members	Weekly. NHSL has a CEO video and brings in the senior team when required. It is anticipated that more Board members will be included as the Board moves into more face to face events.	SLT often has items/updates in the "Daily Brief". There are two video series aimed at staff - "Ask Caroline" (a staff Q&A series with the CEO where staff can email in questions – approximately one a week/fortnight) and "In Conversation": a video interview with a member of staff from a different team/department, which is produced every one to two months.	It varies depending on the initiative and messaging – Board members are involved in Patient Safety Discussions and Exec Leads are used to front certain initiatives (i.e. Director of Finance on Saving Plans). Frontline staff and service managers who would be well known to a wide range of staff are used to front certain initiatives, where appropriate.
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Currently, NHSGGC aligns with the other Boards in terms of how we engage and communicate. However, with the phased introduction of MS365 and increase in engagement activity internally, this will enable to advance in the same ways as indicated by the other Boards, over a similar time period. The primary difference will be NHSGGC's use of social media to enable senior leadership engagement, however given that the majority of our employees can access social media from personal devices and do not have regular access to digital means as part of their respective roles, this will be an important element of NHSGGC's future strategy.

Learning from beyond the NHS

The COVID-19 pandemic has been a catalyst for many organisations to consider their approach to internal communications and implement new ways of working and in developing and testing our thinking we regularly explore best practice in sectors beyond the NHS.

One example of this is Virgin Money. The organisation has started to move away from traditional staff communications (email and broadcast messaging) to “open conversations, videos and live content”. There has also been a shift to an Enterprise Social Network (ESN) using the Workplace platform, which is operated by Facebook. Virgin Money note that this shift has been made to encompass “key business activities but to also bring our people together socially. We can have open communications that are in the moment with colleagues across all locations and increase the visibility of our leaders with live video and general engagement”.

Currently, 60% of the Virgin money workforce have adopted the ESN and the company states that “the impact that giving employees a voice to not only build connections with each other but share ideas has been fantastic”.

In the USA, the Drucker Institute measures organisations for the Wall Street Journal’s management 250 against “five dimensions of corporate performance—Customer Satisfaction, Employee Engagement and Development, Innovation, Social Responsibility and Financial Strength” to determine how well corporate organisations are managed, which produces a litmus test for why these companies are great places to work. Top of the list in 2022 is Microsoft, followed by Amazon and Apple Inc. However, the organisation with the best employee engagement score is Nvidia Corp and this is due to the organisation’s alignment to the following principles;

- The enterprise must be able to give [its employees] a vision and a sense of mission. It must be able to satisfy their desire for a meaningful contribution to their community and society.
- There...is the task of building and leading organizations in which every person sees herself as a ‘manager’ and accepts the full burden of what is basically managerial responsibility: responsibility for her own job and work group [and] for her contribution to the performance and results of the entire organization.
- Whenever excellence appears, it must be recognized.... Rewards must be based on performance.
- Developing talent is business’ most important task.

Learning from this example, each of these key factors features within NHSGGC’s strategy and mechanisms by which we are strengthening engagement practices and support staff development as part of the Workforce Strategy.

Summary

There is clear parity between NHSGGC and other corporate organisations and Health Boards in relation to how we communicate and the methods by which we are proposing to scale up engagement and use of digital technology. While the choice of digital platforms may differ, the intent and use is comparable.

Likewise, the post-COVID move to increase face to face engagement opportunities and develop campaigns based on personal interaction is likely to increase within organisations from across the private and public sectors. For some organisations, this will be moving back to previous engagement structures, for others it will include new mechanisms, such as a greater reliance on new digital means (i.e. MS Teams and Zoom for en-masse team calls rather than Webex voice calls).

On that basis, the finding and proposed actions contained within NHSGGC's Internal Communications and Employee Engagement strategy align with the direction of travel being used by other organisations, albeit by implementing the strategy, NHSGGC may be implementing some new ways of working slightly ahead of other Scottish Boards.

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Appendix C - EQIA

The Internal Communications and Employee Engagement Strategy has been assessed against EQIA standards. The report can be found on NHSGGC's website at www.nhsggc.scot/downloads/eqia-nhsggcs-stakeholder-communications-and-engagement-plan/

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Internal Communications and Employee Engagement Strategy - Action Plan

2022 - 2025

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Growing our
Great Community



Action Plan

Actions contained within the plan will be undertaken by the Communications and Staff Experience teams as part of their team objectives and core deliverables between 2022-2025. All activities will be delivered within agreed directorate budgets unless otherwise specified.

Recommendation	Actions	Lead	Completion Date	Additional Resource Requirements
1. Evaluate our effectiveness through iMatter and Investors in People (IiP)	Identify and celebrate iMatter team / service stories across NHSGGC, highlighting the importance of sharing experiences and continuing to pursue change	Staff Experience Adviser (iMatter operational lead)	December 2022	Nil. Part of business as usual activity
	After each IiP assessment, identify and analyse outputs, themes and best practice elements at Cluster and Board level, which can be shared through a series of appropriate communications	Head of Organisational Development – Acute and Corporate Services	March 2023	Nil. Part of business as usual activity
2. Communicate and clarify our Vision, Values, Behaviours and Objectives across the organisation	Create and launch an awareness and engagement campaign to communicate the organisation's Vision, Values, Behaviours and Objectives, why they are important and what they mean to our staff in their own words	Deputy Director of Communications / Head of Staff Experience	December 2022	Nil. Any costs associated with print / collateral creation will be covered as part of existing HR / Communications budgets

	Facilitate Quarterly CEO / senior leadership listening and engagement forums under the 'Better Workplace' corporate aim	Head of Staff Experience	September 2023	Nil. All activities will be undertaken virtually or on-site with no additional associated costs.
3. Equip our leaders and managers to facilitate open two-way dialogue	Scale and embed our Collaborative Conversations programme, aligned with iMatter, the Staff Governance Standards and liP outputs, to focus attention on areas of best practice and improvement, so both are used shape activity going forward	Head of Staff Experience	March 2023	Nil. All activities will be undertaken virtually or on-site with no additional associated costs.
	Work alongside Learning and Education colleagues to develop a programme for managers to build-up skills to take forward local Collaborative Conversations	Head of Staff Experience/ Head of Learning & Education	March 2023	Nil. Any costs associated with print / collateral creation will be covered as part of existing HR budget.
	Facilitate Quarterly senior leadership 'two way' dialogue workshops under the 'Better Workplace' corporate aim and iMatter feedback	Head of Staff Experience	November 2023	Nil. All activities will be undertaken virtually or on-site with no additional associated costs.
4. Empower our workforce to speak up, share concerns and ideas for continuous improvement	Launch Speak Up Campaign to inform and engage staff about the ways in which to raise issues and receive support	Deputy Director of Communications	October 2022	Nil. Part of business as usual activity

5. Promote our culture of equality, diversity and inclusion	Deliver an NHSGGC equalities conference in Spring 2023, to showcase the progress made through the Workforce Equality Action Plan 21/22, and pave the way for 2023	Head of Staff Experience	Spring 2023	Nil. All activities will be undertaken virtually or on-site with no additional associated costs.
6. Equip our workforce to lead and champion positive change in line with our Staff Governance Standard (SGS)	Design graphics to align the SGS with key workforce campaigns and strategies (e.g. Recruitment and Marketing Strategy, Workforce Strategy, Workforce Equality Action plan etc), to highlight changes planned and actions being progressed are embedded in sound governance, which puts the staff at the centre	Head of Staff Experience	December 2022	Nil. Any costs associated with print / collateral creation have been covered as part of existing HR budget
7. Enable access to communication, developing a clear style for specific communication channels, including via the re-invigoration of Team Brief	Develop Team Brief templates, and schedule for monthly engagement	Deputy Director of Communications	April 2023	Nil. Part of business as usual activity
	Develop Team Brief launch campaign		March 2023	
	Develop style guide for Internal communications channels		June 2023	
8. Reinvigorate online internal communications, including a re-evaluation of Core Brief and development of digital channels,	Undertake an Internal Communications channel analysis and audit against a backdrop of the M365 roll-out	Deputy Director of Communications	January 2024	Nil. Part of business as usual activity
	Working in partnership with eHealth, develop a roll-out strategy and schedule for new M365 communication tools		March 2023	Nil. Part of business as usual activity
	Develop new NHSGGC intranet platform		June 2023	Nil – budgeted by eHealth as part of the M365

				migration / digital strategy activities
	Re-establish / re-launch Core Brief as channel for organisational announcements and information		June 2023	Nil. Part of business as usual activity
9. Develop Leaders and Managers Visibility and their Presence on Social Media	Develop a communication plan, which equips and supports senior leaders to develop a social media persona and utilise social media as a means to engage with staff and members of the public	Deputy Director of Communications	July 2023	Nil. Part of business as usual activity

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