

**NHS 24
BOARD MEETING**
**31 AUGUST 2023
ITEM NO 9.5
FOR ASSURANCE**
iMATTER 2023

Executive Sponsor:	Deputy Chief Executive & Director of Workforce, Jacqui Hepburn
Lead Officer/Author:	Head of Organisational Development, Leadership and Learning, Helen Meldrum
Action Required	NHS 24 Board is asked to note the iMatter Results for 2023 for assurance.
Key Points for this Committee to consider	<ul style="list-style-type: none"> • 100% of teams were successfully confirmed by 23rd June 2023 deadline. • 70% Response Rate (up 5% from 2022) • 74 Employee Index Score (down 2 from 2022)
Governance process	This paper has been noted by EMT in July 2023.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	Staff experience has a direct impact on NHS 24's objective to enable an adaptable, engaged, and skilled workforce to deliver on NHS 24's strategic objectives.
Key Risks	Failure to act upon the information contained within the iMatter reports at Board, Directorate and Team level could adversely impact staff wellbeing and attendance. There are a number of risks within the Corporate and Strategic Risk Registers concerning resource and as such active action planning in regards findings within reports should function as mitigation.
Financial Implications	There are no financial implications.
Equality and Diversity	Staff experience is important for all staff, including its protected groups.

1. RECOMMENDATION

1.1 Board members are asked to note the NHS 24 iMatter Board Report for 2023 within Appendix 1. NHS 24 iMatter Board Report for 2022 has been included in Appendix 2 for comparison purposes.

2. BACKGROUND

2.1 Team confirmation commenced on 29th May 2023 and 100% of teams were successfully confirmed by 23rd June deadline. The 2023 response rate has been confirmed at 70%, a notable 5% increase from 2022 and an overall 13% increase over the past two years. These improvements indicate that NHS 24 are actively fostering psychological safety and that our people want to engage with the organisation. The overall Employee Engagement Index (EEI) is 74

which is within the green 'Strive and celebrate' bracket, however, has decreased by 2 from 2022. The Overall Experience Rating which is measured on a 0-10 scale (0 Very Poor and 10 Very Good) was 6.6, which is down 0.3 on 2022.

Component	2022	2023	Difference
Response Rate	65%	70%	+5%
Employee Engagement Index (EEI) score	76	74	-2
Overall Experience Rating	6.9	6.6	-0.3

2.2 Next steps are for individual teams to develop Action Plans to address the lower scoring elements of their survey results. Action Plan submission, confirmed by the line manager are to be complete by 15th December 2023. Updates and comparative analysis of NHS 24's performance against all other Health Boards will be reported through EMT and Staff Governance Committee in Q4.

2.2 **Further Analysis - NHS 24 Board Level Report 2023**

Appendix 3, Board Yearly Components Report, provides a further breakdown of the questions which scored highest and lowest across NHS 24 for the past five years (2020 excluded as iMatter paused due to COVID). Of note in 2023:

- The highest performing questions were questions related to the team and direct line manager
- The lowest scoring questions are very consistent year on year and are related to the organisation
- First time the question 'I feel my organisation cares about my health and wellbeing' has slipped into the 'Monitor to further improve' bracket (65 score)

2.3 **Employee Engagement Index**

The below tables provide a comparison of EEI scores for teams across NHS 24. Of note in 2023:

- For Webropol to produce a team report, small teams (4 or fewer) must achieve 100% responses. In 2023 the number of teams receiving a report increased from 80% to 87%
- 6.9% increase in number of teams who fall into the 'Monitor to further improve' bracket
- One team falling into the 'Focus to improve' bracket with a score of between 0-33

2022

EEI number for teams in the same Board

EEI Threshold	(67-100)	(51-66)	(34-50)	(0-33)	No report	Total
Number of Teams	199	27	3	1	58	288
Percentage of Teams	69.1%	9.4%	1.0%	0.3%	20%	100%

2023

EEI number for teams in the same Board

EEI Threshold	(67-100)	(51-66)	(34-50)	(0-33)	No report	Total
Number of Teams	197	47	5	1	39	289
Percentage of Teams	68.2%	16.3%	1.7%	0.3%	13%	100%

2.4 Employee Engagement Index

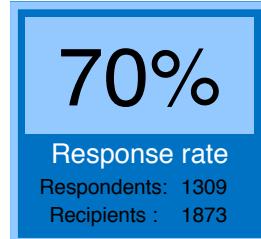
Appendix 4 is a Raising Concerns Report and is only reportable at the Board level and as such only Executive and Board Level have access to the results of the two questions posed to all NHS 24 staff. 2023 is the first year these questions have been asked within the iMatter survey and relate to Whistleblowing. Both questions average scores responses fall within the green 'Strive and celebrate' bracket.

Board Report 2023

NHS 24

Total number of respondents: 1309

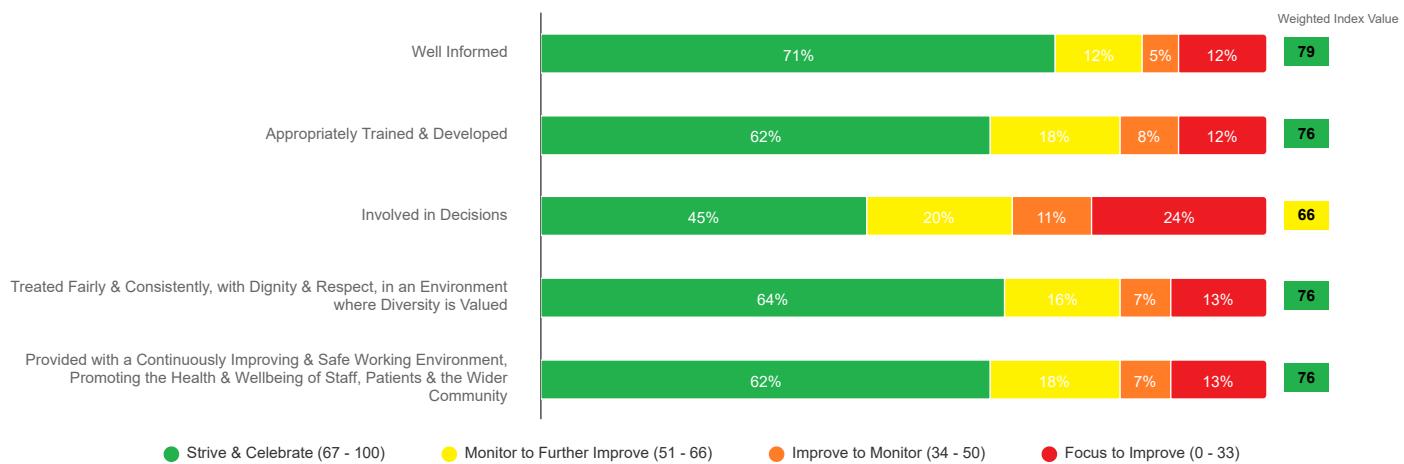
Response rate



EEI



Staff Governance Standards - Strand Scores



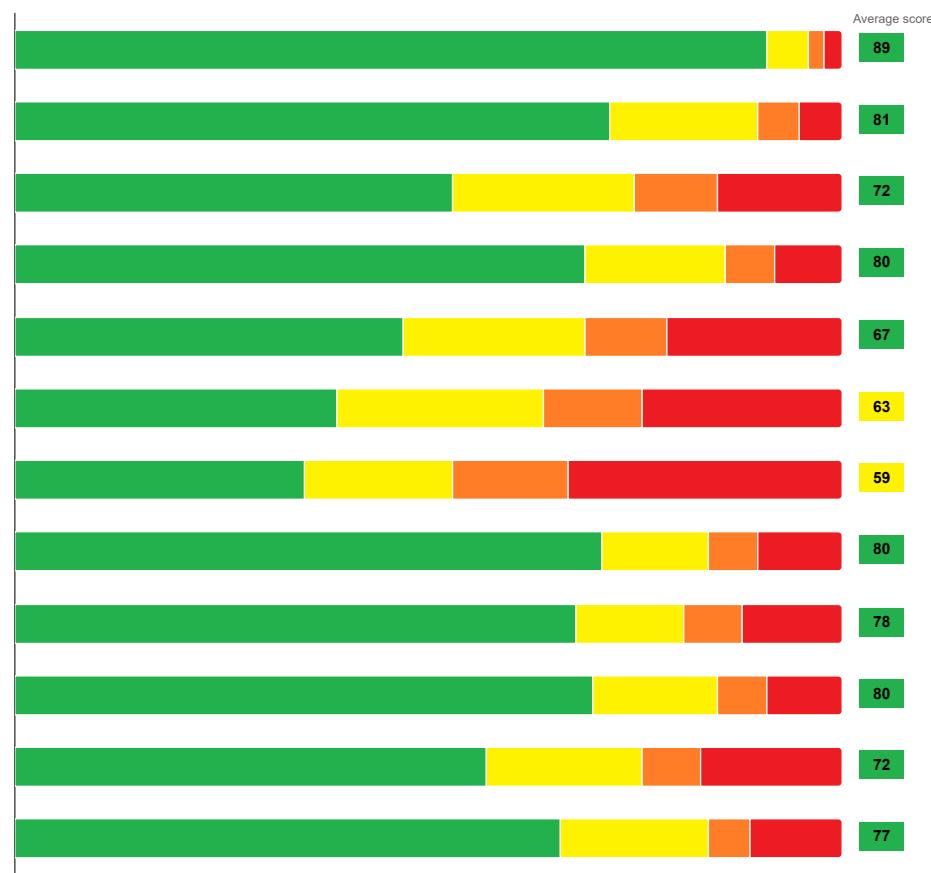
Calculating the Average Score

The number of responses for each point on the scale (Strongly Agree – Strongly Disagree) is multiplied by its number value (6-1) (see right). These scores are then added together and divided by the overall number of responses to the question.

6	Strongly Agree
5	Agree
4	Slightly Agree
3	Slightly Disagree
2	Disagree
1	Strongly Disagree

Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements:

Number of respondents: 1309



● Strive & Celebrate (67 - 100)

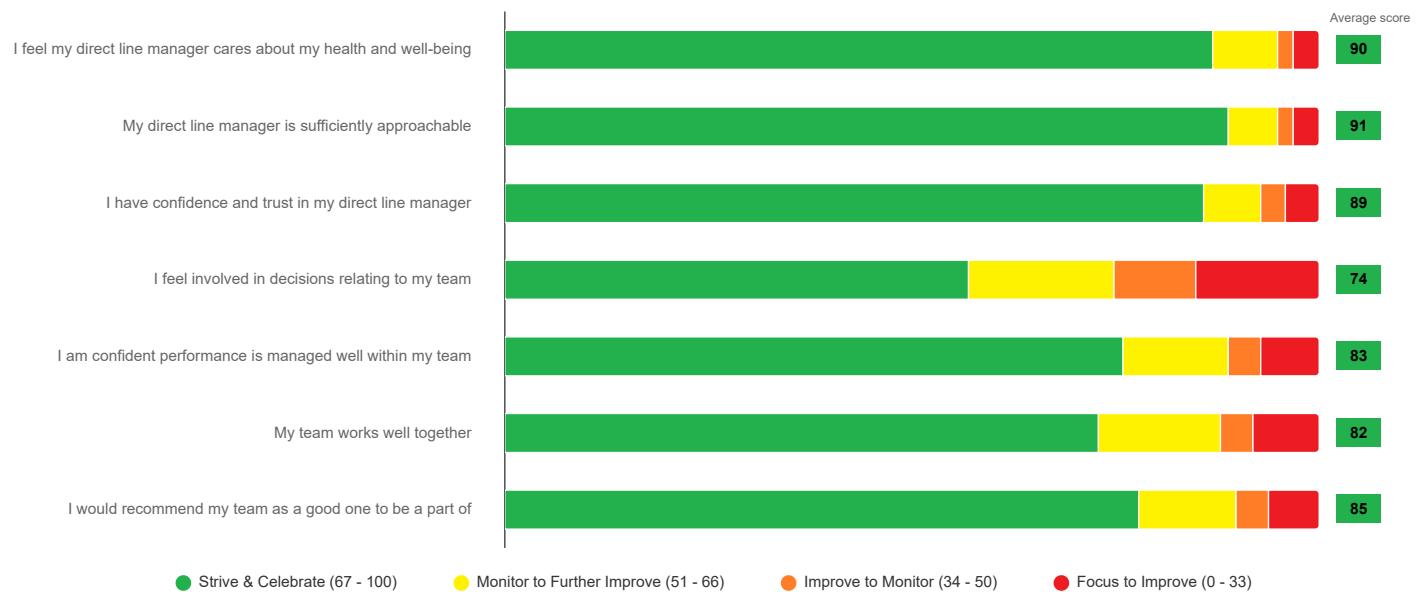
● Monitor to Further Improve (51 - 66)

● Improve to Monitor (34 - 50)

● Focus to Improve (0 - 33)

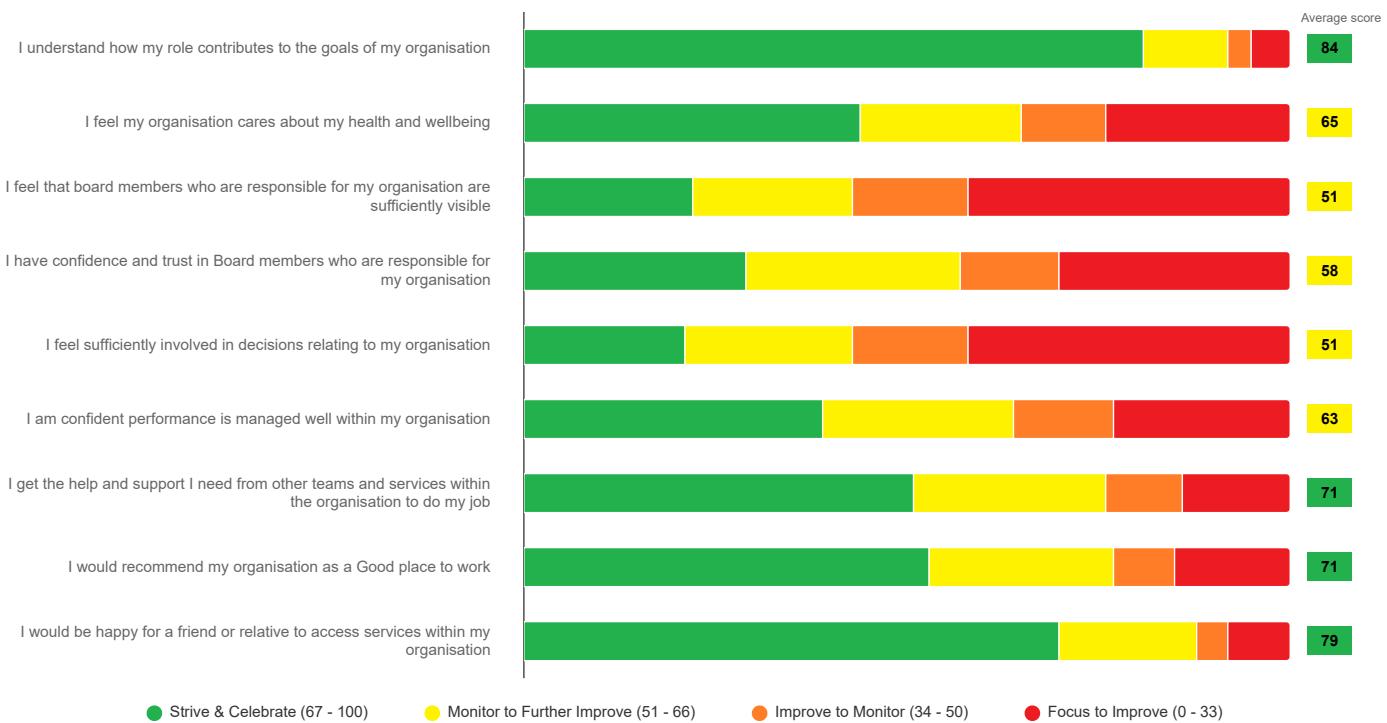
Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements relating to your team and direct line manager:

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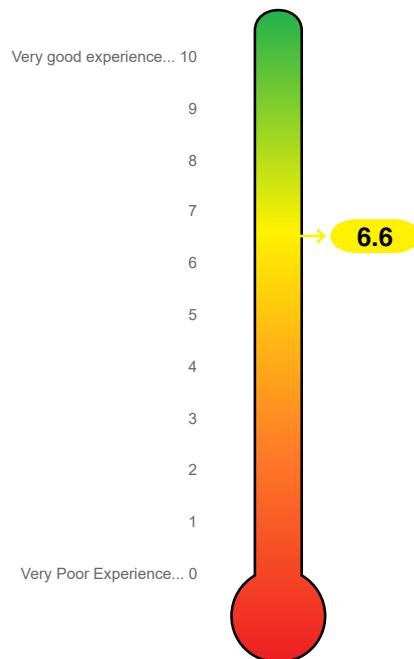
Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements relating to your Organisation:

Number of respondents: 1309



Please tell us how you feel about your overall experience of working for your organisation from a scale of 0 to 10 (where 0 = very poor and 10 = very good):

Number of respondents: 1309



EEI number for teams in the same Board

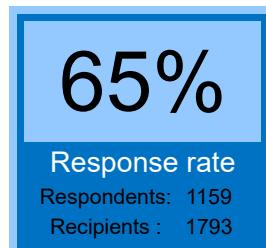
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Board Report 2022

NHS 24

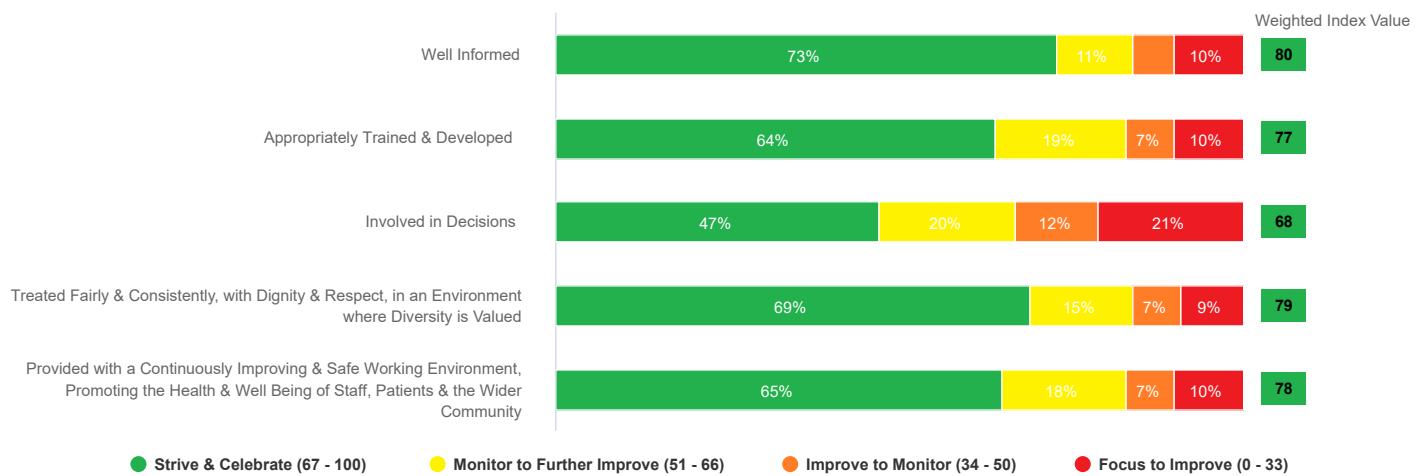
Total number of respondents: 1159

Response rate



Employee Engagement Index

Staff Governance Standards - Strand Scores



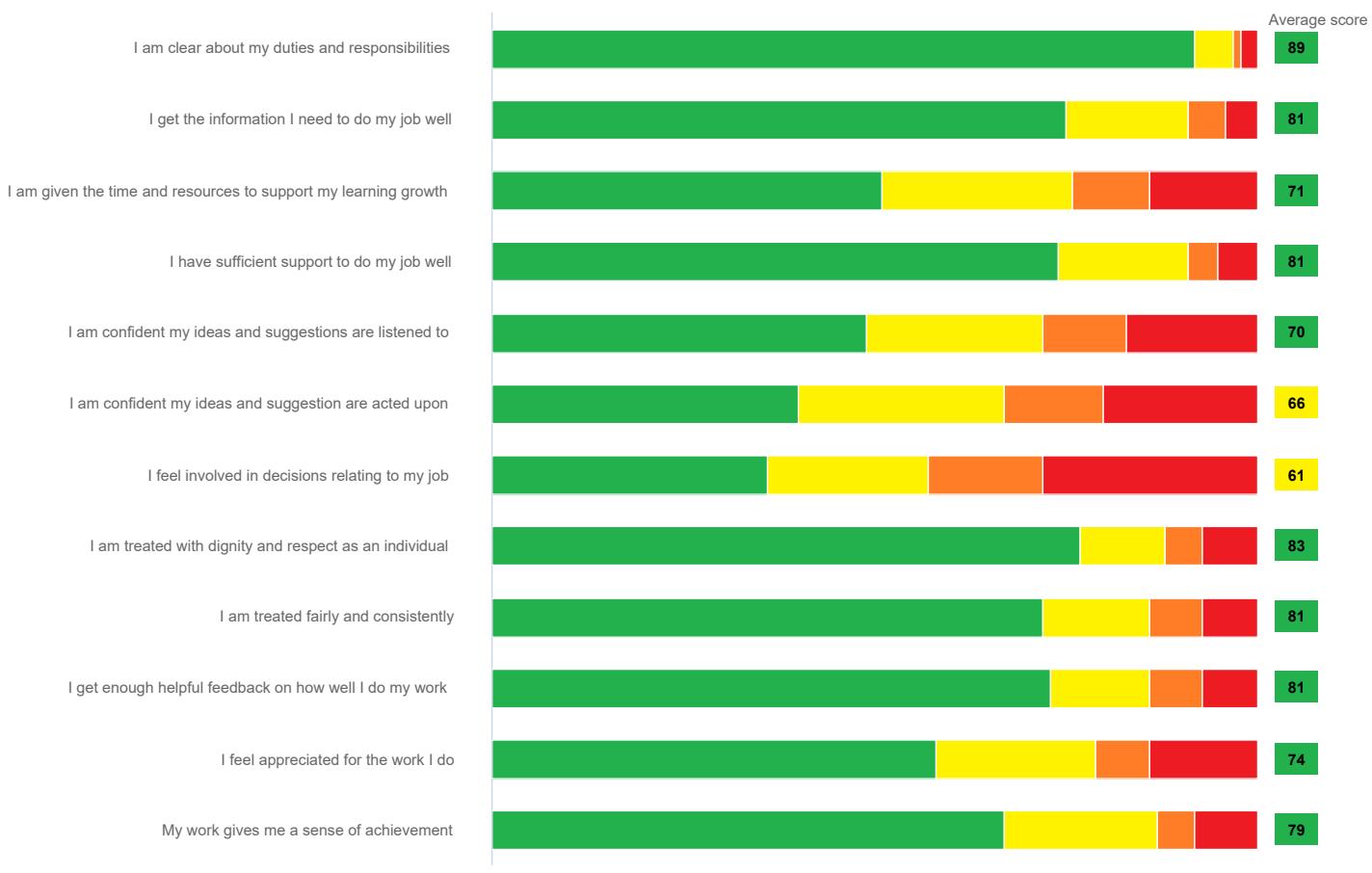
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● Monitor to Further Improve (51 - 66)

● Improve to Monitor (34 - 50)

● Focus to Improve (0 - 33)

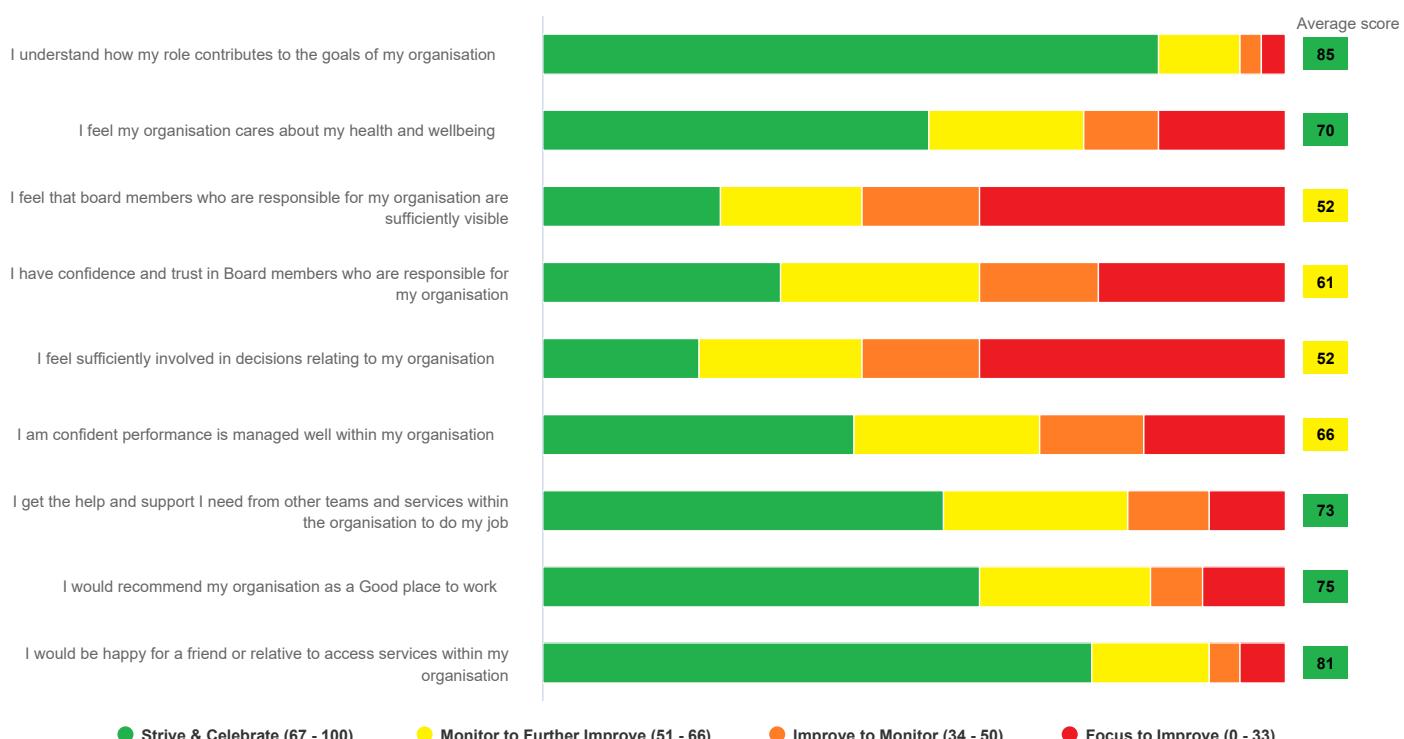
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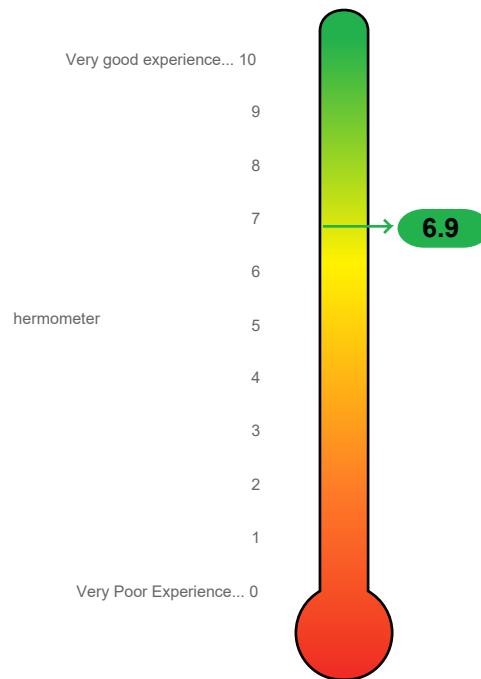
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Board Yearly Components Report

NHS 24

iMatter Components 2023

iMatter Questions	Staff Experience Employee Engagement Components	Average Response			
		2019	2021	2022	2023
My direct line manager is sufficiently approachable	Visible and consistent leadership	92	92	93	91
I feel my direct line manager cares about my health and well-being	Assessing risk and monitoring work stress and workload	90	90	91	90
I am clear about my duties and responsibilities	Role Clarity	89	88	89	89
I have confidence and trust in my direct line manager	Confidence and trust in management	90	90	91	89
I would recommend my team as a good one to be a part of	Additional Question	84	83	85	85
I understand how my role contributes to the goals of my organisation	Sense of vision, purpose and values	85	84	85	84
I am confident performance is managed well within my team	Performance management	84	84	84	83
My team works well together	Effective team working	80	81	82	82
I get the information I need to do my job well	Clear, appropriate and timely communication	82	80	81	81
I have sufficient support to do my job well	Access to time and resources	82	79	81	80
I am treated with dignity and respect as an individual	Valued as an individual	82	82	83	80
I get enough helpful feedback on how well I do my work	Performance development and review	80	79	81	80
I would be happy for a friend or relative to access services within my organisation	Additional Question	85	79	81	79
I am treated fairly and consistently	Consistent application of employment policies and procedures	80	79	81	78
My work gives me a sense of achievement	Job satisfaction	80	78	79	77
I feel involved in decisions relating to my team	Empowered to influence	77	74	75	74
I am given the time and resources to support my learning growth	Learning & growth	72	67	71	72
I feel appreciated for the work I do	Recognition and reward	75	73	74	72
I get the help and support I need from other teams and services within the organisation to do my job	Appropriate behaviours and supportive relationships	73	71	73	71
I would recommend my organisation as a Good place to work	Additional Question	78	72	75	71
I am confident my ideas and suggestions are listened to	Listened to and acted upon	72	69	70	67
I feel my organisation cares about my health and well-being	Health and well-being support	73	68	70	65
I am confident my ideas and suggestions are acted upon	Listened to and acted upon	68	65	66	63
I am confident performance is managed well within my organisation	Performance management	69	63	66	63
I feel involved in decisions relating to my job	Empowered to influence	64	60	61	59
I have confidence and trust in Board members who are responsible for my organisation	Confidence and trust in management	69	59	61	58
I feel that board members who are responsible for my organisation are sufficiently visible	Visible and consistent leadership	67	52	52	51
I feel sufficiently involved in decisions relating to my organisation	Partnership working	58	51	52	51

67 - 100 Strive & Celebrate 51 - 66 Monitor to Further Improve 34 - 50 Improve to Monitor 0 - 33 Focus to Improve

Raising Concerns Report

NHS 24

Total number of respondents: 1309

Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements:

Number of respondents: 1289

