NHS Shetland

Meeting:	**Shetland NHS Board**
Meeting date:	**12 December 2023**
Agenda reference:	**Board Paper 2023/24/53**
Title:	**iMatter 2023 Update**
Responsible Executive/Non-Executive:	**Lorraine Hall, Director of Human Resources and Support Services**
Report Author:	**Kirsty Clark, iMatter Operational Lead**
	Marianne Williamson, iMatter Administration Lead

Purpose

This is presented to the Board/Committee for:

- Awareness

- Discussion

This report relates to:

- Government policy/directive

This aligns to the following NHSScotland quality ambition(s):

- Safe

- Effective

- Person-centred

1. Report summary

1.1. Situation

The agreed 2023-2024 Staff Governance Action Plan identifies iMatter as an action to facilitate a Healthy Organisational Culture.

iMatter to be a meaningful and useful tool for managers and staff

- *Increase awareness that process is owned by Teams*
- *60% response rate to survey*
- *40% of Action Plans completed before 14 August deadline*

1.2. Background

iMatter is a national tool designed to help individuals, teams and Health Boards understand and improve staff experience. Staff experience is defined as "the extent to which employees feel motivated, supported and cared for at work. It is reflected in levels of engagement, motivation and productivity" (Staff Governance website). iMatter was rolled out across Health Boards from 2015.

The iMatter Survey was sent to 133 teams across NHS Shetland and the Health and Social Care partnership throughout between 15 May and 05 June 2023. The iMatter questionnaire provides staff with a chance to share their personal experience, team dynamics, and organisational feedback in real time. The results are reported at different levels - team, directorate, and organisation - and once team results are received, the team collaboratively creates an action plan within 8 weeks. The action planning period took place from 19 June-14 August 2023. Progress is monitored throughout the year by managers. Teams come together to review the results, share ideas, and develop and implement action plans.

Team action plans are an important element of the iMatter experience as they enable teams to have a constructive conversation on how they can build upon positive ways of working and improving their team experience.

Locally an Action Planning guide for Manager's was developed for 2023 and circulated to all imatter managers as well as signposting them to the new national Turas Learn module and holding supportive conversations with individuals. Alongside system generated emails, regular reminders were provided to managers during the iMatter period through the Board's communication channels.

Nationally our results are benchmarked in the Health and Social Care Staff Experience Report 2023 (Appendix 2) and the Scottish Government analysis team have noted our improvements and actions we took to drive improvement.

Two optional questions were included in 2023 covering how staff feel about Raising Concerns which 98% of respondents answered (Appendix 3). In 2024 the questionnaire will be sent throughout 13 May 2024 to 3 June 2023.

1.3. Assessment

Overall the results show that colleagues feel that NHS Shetland and their specific team is a good place to work and that their work gives them a sense of achievement. More colleagues are feeling involved in decisions relating to their team and feel appreciated for the work they do. In particular NHS Shetland is the highest performing geographical Board for the patient services question 'I would be happy for a friend or relative to access services within my organisation, with a score of 82 compared to the national average of 78.

The optional questions about raising concerns show that 75% of staff agree or strongly agree that they are confident to safely raise any concerns they have and 65% agree or agree strongly that they are confident their concerns will be responded to. The Scottish averages are 71% and 57%.

Whilst we recognise and celebrate our improvements we must also note that our action planning rate of 41% is below the national average of 55% as measured at the 8 week timeline. This is a significant improvement from 2022 when 27% of teams had created an action plan. To date 51% of teams have completed an action plan.

There were no 'improve to monitor' or 'focus to improve areas' at organisational level and the areas highlighted from the organisation's feedback to 'monitor to further improve' are:

1) I have confidence and trust in Board members who are responsible for my organisation (65)
2) I feel sufficiently involved in decisions relating to my organisation (62)
3) I feel that board members who are responsible for my organisation are sufficiently visible (60)

Nationally the two lowest component across all components, are in 'I feel Board Members responsible for the wider organisation are sufficiently visible' (56) and 'I feel involved in decisions relating to my organisation' (56).

Since the iMatter questionnaire Clinical Governance walk rounds have restarted, Non-Executives have been visiting departments and a range of visits were undertaken during Speak up Week.

Main points

- Our employee engagement score has remained the same at 79, the highest of the geographical boards with the Scottish average score being 77.
- Our response rate increased by 5% to 60%, with 982 staff responding, which was described in the national report as a "considerable increase". The Scottish average is 59% and the response rate ranges from 50% to 92%.
- Across the strand scores, aligned to the five pillars of Staff Governance, our weighted index value has remained the same in 3 areas and increased in two areas; Appropriately trained and Developed (increase of 3) and Involved in decisions (increase of 1) and we scored higher than the national averages. (Appendix 1 page 1; Appendix 2 page 34)
- Out of the 28 questions asked of staff, 25 of the responses are in Strive and Celebrate. In addition, 20 questions showed an increase of 1 to 2% points, 5 stayed the same as 2022 and 3 decreased by 1 to 2% points

- At team level there is an increase of 4.2% of teams falling within "monitor to improve". Those teams have been identified, and support and assistance is being offered to their managers. (Figure 2)
- We have also had an increase in teams generating no report from 9%-11%.These were teams of five or less where 100% response was required to generate a report. The Scottish figure is 10% and all were small teams. Two teams had zero members who responded and support and assistance have been offered to their managers. (Figure 3)

Figure 2
EEI number for teams in the same Board

EEI Threshold	(67-100)	(51-66)	(34-50)	(0-33)	No report	Total
Number of Teams	107	12	0	0	14	133
Percentage of Teams	80.5%	9.0%	0.0%	0.0%	11%	100%

The iMatter team are discussing with managers who have not entered Action plans on the system to help understand the barriers to completion and how the process can be improved upon for the 2024 cycle.In 2024 the questionnaire will be sent throughout 13 May 2024 to 3 June 2023.

1.3.1. Quality / patient care

iMatter is a powerful tool for continuous improvement that enhances patient care by enhancing the staff's experience in the workplace when used appropriately.

1.3.2. Workforce

The iMatter tool is a national development that is utilised by all NHS Scotland Boards. Its purpose is to aid individuals, teams, Directorates, Health and Social Care Partnerships (HSCPs), and Boards in comprehending and enhancing staff experience.

1.3.3. Financial

None identified.

1.3.4. Risk assessment/management

No process-related issues have been identified. However, failing to engage in action planning may have negative consequences for staff experience and engagement.

1.3.5. Equality and Diversity, including health inequalities

An impact assessment has been completed and is available by contacting Health Workforce Directorate, St. Andrews House.

A demographics report will be available at a later date from Scottish Government.

1.3.6. Other impacts

iMatter is a significant piece of work over a 12 month period and significantly impacts the workload of three individuals who are heavily involved reducing the capacity for other activities identified on the Staff Governance Action Plan and other areas.

1.3.7. Communication, involvement, engagement and consultation

- Direct route to Area Partnership Forum/Staff Governance Committee

1.3.8. Route to the meeting

A version of this report has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Executive Management Team 26 July 2023
- Staff Governance Committee 24 August 2023

1.4. Recommendation

- Awareness – For Members' information only.
- Discussion – Examine and consider the implications of a matter.

2. List of appendices

The following appendices are included with this report:

Appendix No, 1, iMatter Board Report 2023

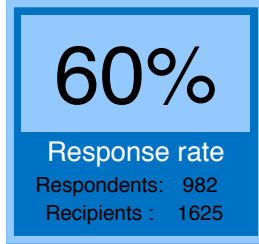Appendix No, 2, Health and Social Care Staff Experience Report 2023

Appendix No, 3, Raising Concerns Report 2023

i Matter

Board Report 2023

NHS Shetland

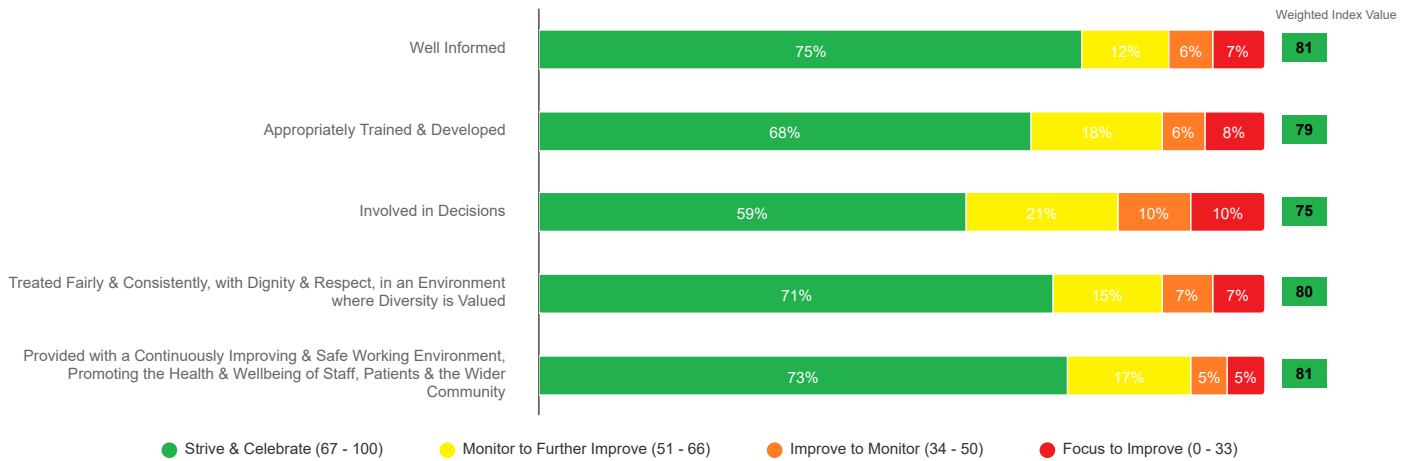Total number of respondents: 982

Response rate

60%

Response rate
Respondents: 982
Recipients: 1625

EEI

79

Employee Engagement Index

Staff Governance Standards - Strand Scores

Weighted Index Value

Strand	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve	Weighted Index Value
Well Informed	75%	12%	6%	7%	81
Appropriately Trained & Developed	68%	18%	6%	8%	79
Involved in Decisions	59%	21%	10%	10%	75
Treated Fairly & Consistently, with Dignity & Respect, in an Environment where Diversity is Valued	71%	15%	7%	7%	80
Provided with a Continuously Improving & Safe Working Environment, Promoting the Health & Wellbeing of Staff, Patients & the Wider Community	73%	17%	5%	5%	81

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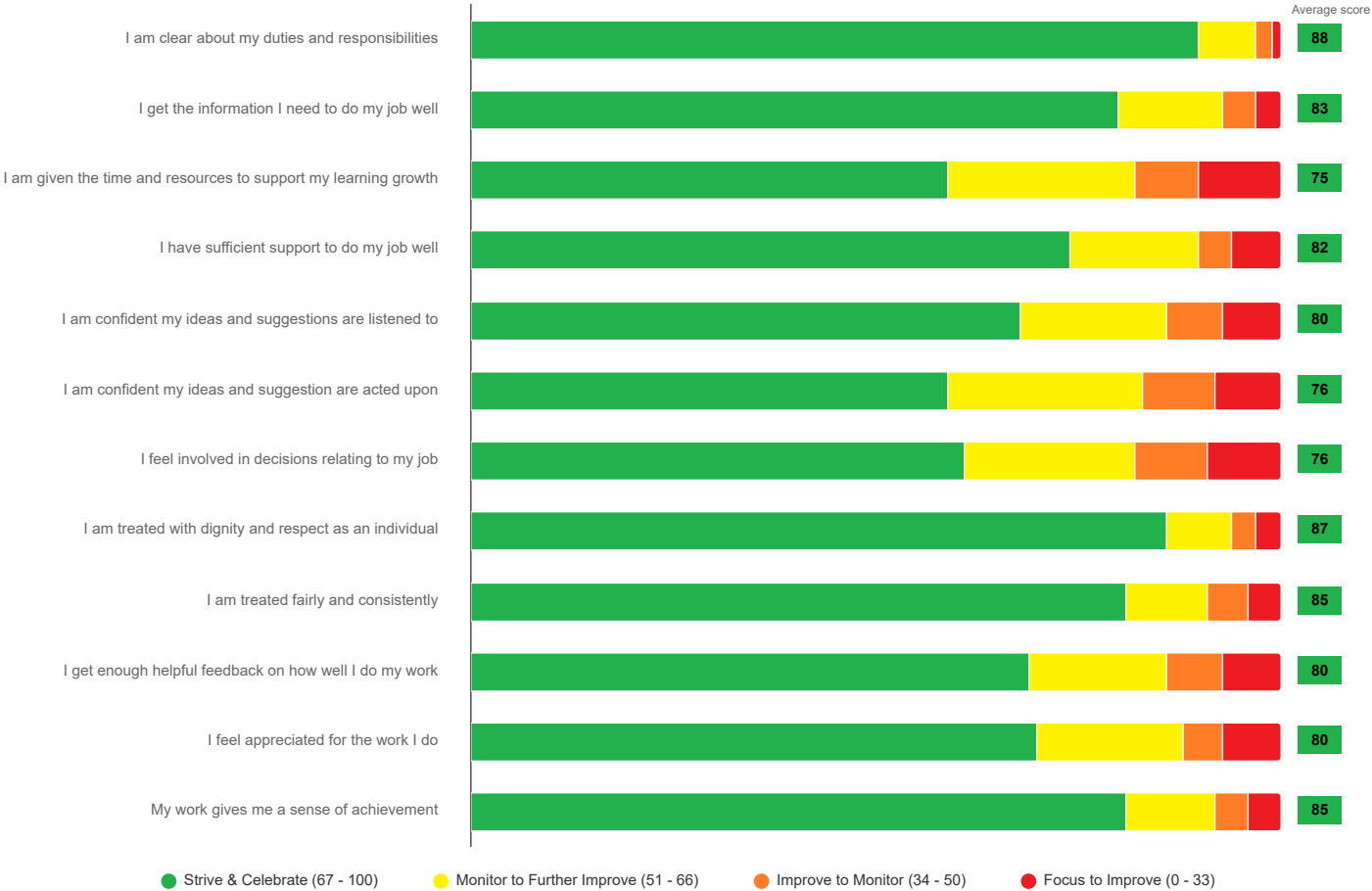- Focus to Improve (0 - 33)

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

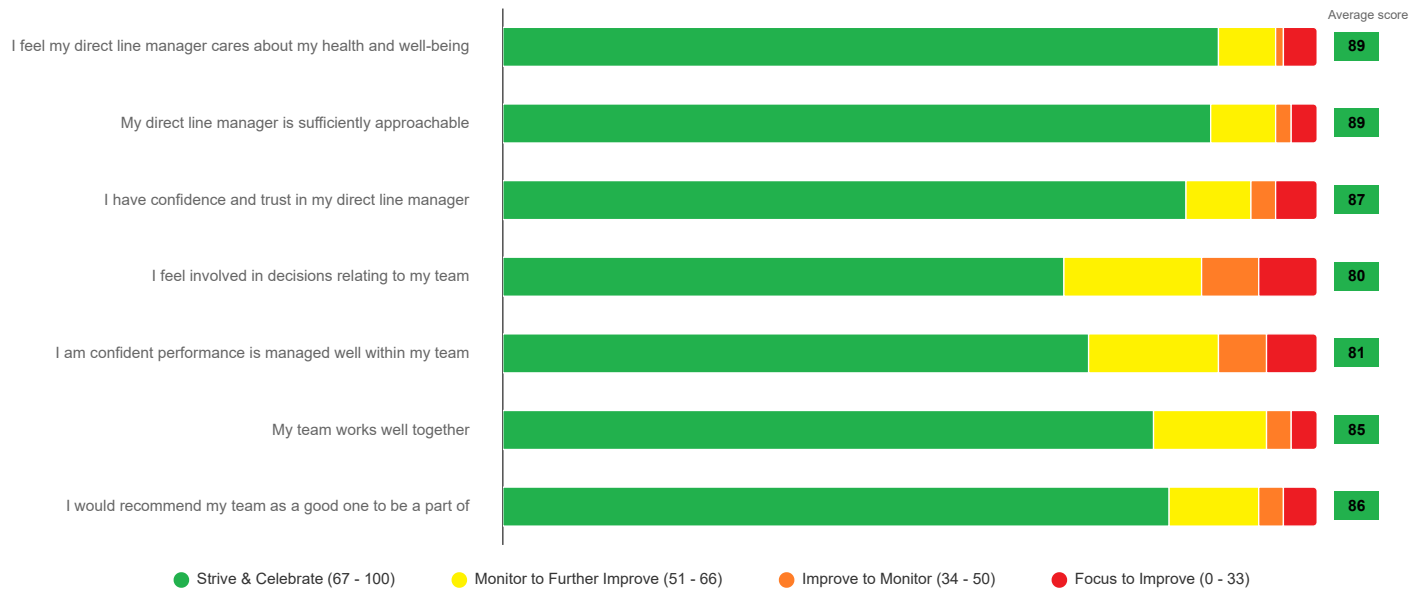# Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements:

Number of respondents: 982

Average score

Statement	Average score
I am clear about my duties and responsibilities	88
I get the information I need to do my job well	83
I am given the time and resources to support my learning growth	75
I have sufficient support to do my job well	82
I am confident my ideas and suggestions are listened to	80
I am confident my ideas and suggestion are acted upon	76
I feel involved in decisions relating to my job	76
I am treated with dignity and respect as an individual	87
I am treated fairly and consistently	85
I get enough helpful feedback on how well I do my work	80
I feel appreciated for the work I do	80
My work gives me a sense of achievement	85

● Strive & Celebrate (67 - 100) ● Monitor to Further Improve (51 - 66) ● Improve to Monitor (34 - 50) ● Focus to Improve (0 - 33)
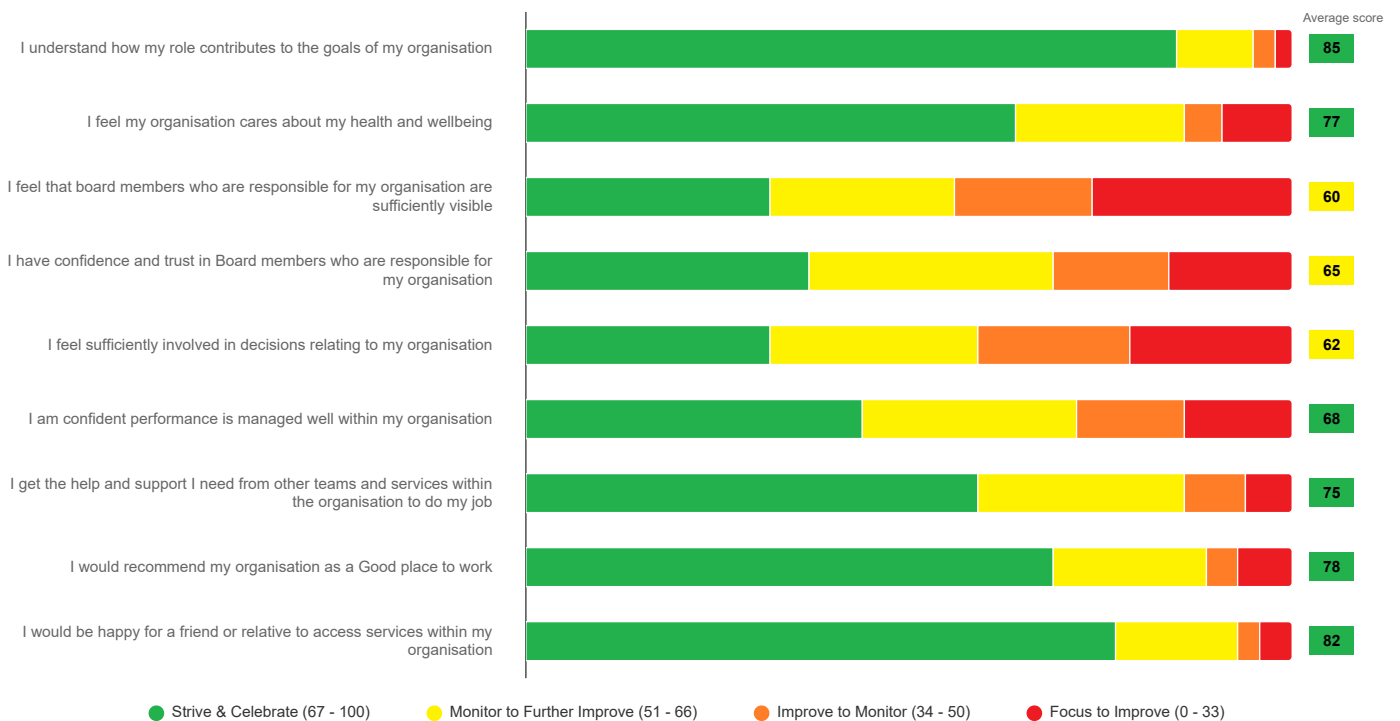
Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements relating to your team and direct line manager:

Number of respondents: 982

Average score

Statement	Average score
I feel my direct line manager cares about my health and well-being	89
My direct line manager is sufficiently approachable	89
I have confidence and trust in my direct line manager	87
I feel involved in decisions relating to my team	80
I am confident performance is managed well within my team	81
My team works well together	85
I would recommend my team as a good one to be a part of	86

● 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 Organisation:
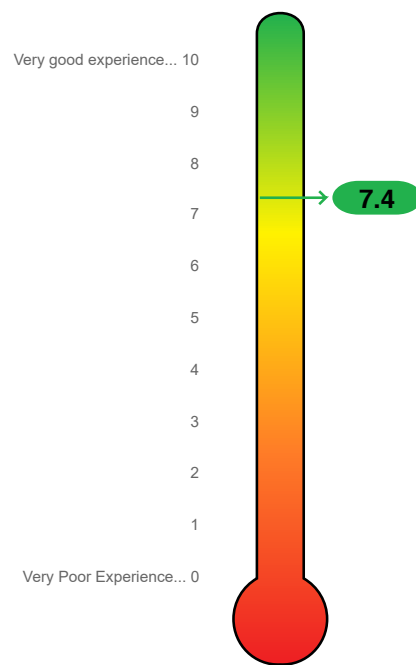
Number of respondents: 982

Average score

Statement	Average score
I understand how my role contributes to the goals of my organisation	85
I feel my organisation cares about my health and wellbeing	77
I feel that board members who are responsible for my organisation are sufficiently visible	60
I have confidence and trust in Board members who are responsible for my organisation	65
I feel sufficiently involved in decisions relating to my organisation	62
I am confident performance is managed well within my organisation	68
I get the help and support I need from other teams and services within the organisation to do my job	75
I would recommend my organisation as a Good place to work	78
I would be happy for a friend or relative to access services within my organisation	82

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

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: 982

Very good experience... 10

9

8

7 → 7.4

6

5

4

3

2

1

Very Poor Experience... 0

EEI number for teams in the same Board

EEI Threshold	(67-100)	(51-66)	(34-50)	(0-33)	No report	Total
Number of Teams	107	12	0	0	14	133
Percentage of Teams	80.5%	9.0%	0.0%	0.0%	11%	100%

Health & Social Care Staff Experience Report 2023

'Positive Staff Experience Supports Improved Care'

Healthier
Scotland
Scottish Government

Table of Contents

Ministerial Foreword for Staff Experience Report 2023

The results of the 2023 iMatter Staff Experience survey have arrived, with fresh insights into the experiences of Health and Social Care staff across Scotland. In my role as Cabinet Secretary, I am pleased to share with you a set of encouraging results. I would like to thank everyone who took part and helped shape our understanding of your experience at work.

The iMatter Staff Experience survey is in its sixth year, and with a burgeoning data-set we can begin to track trends in our performance. With results dipping during the pandemic, I am pleased to see them rebounding to new heights. The results show that employee engagement (a measure of overall satisfaction) is at a new high and many Health Boards are reporting their highest scores this year.

The survey is structured around key enablers of staff engagement, allowing teams across Health and Social care to reflect on their progress, supporting staff to feel well informed; appropriately trained; involved in decisions; treated fairly; and working in an environment that promotes their health and wellbeing.

I want to acknowledge the efforts of the Health Boards and Health and Social Care Partnerships towards improving workplace cultures. However, we must continue in our efforts to ensure staff feel valued, listened to and treated with respect.

Part of my portfolio as Cabinet Secretary, is 'NHS Recovery', and it is satisfying to see evidence that the £1 billion invested in our NHS Recovery Plan is leading to significant improvement to the working lives of staff, through direct workforce investments and measures to support health boards' capacity,

These results are a strong platform from which to deliver the refreshed set of national Supporting Work-Life Balance policies, published in November 2023, work underway to support our largest job family through the Nursing and Midwifery Taskforce, and the Agenda for Change Review.

I believe that there is still room for staff experience to improve. I will continue to encourage Health and Social Care employers to prioritise the culture within their organisations, to help staff enjoy their work, to protect their work-life balance, and to continue to deliver high quality services across Health and Care in Scotland.

Michael Matheson, Cabinet Secretary for NHS Recovery, Health and Social Care

Introduction

Employers in Health and Social Care are committed to improving patient and public services through enhancing staff experience.

The National Workforce Strategy for Health and Social Care, issued in 2022, sets out a vision of a sustainable, skilled workforce with attractive career choices where all are respected and valued for the work they do. The NHS Recovery Plan 2021-2026, which seeks to drive long term recovery and sustainability in the system, also reinforces the importance of positive staff experience in delivering positive patient outcomes.

It is therefore essential that staff at all levels are empowered to have their voices heard and valued, and staff views and actions contribute to continuous improvement in their teams and organisations.

The iMatter Continuous Improvement Model was developed by NHSScotland staff with the aim of engaging all staff in a way that feels right for them. The focus is on team-based understanding of experience, but it also offers information at various levels within organisations to evidence and help improve staff experience. As such, it can provide clarity on where to focus efforts for maximum impact, which in turn leads to better care, better health, and better value.

iMatter was initially rolled out over a three-year period from 2015 to 2017 to all staff across NHSScotland and the wider Health and Social Care Partnership community who chose to participate. Since then, it has run each year, except for 2020, when a shorter pulse survey was run instead due to the pandemic. The implementation of iMatter has enabled us to obtain a comprehensive picture of staff experience, indicating areas of success and improvement, and helping to inform delivery on the commitments of our Staff Governance Standard.

The work to measure and report staff experience within Health and Social Care for 2023 was commissioned by the Scottish Government and carried out by Webropol Ltd, an independent company.

iMatter Process

The iMatter questionnaire gives staff the opportunity to feed back their experience within their team and at organisational level on a real-time basis. iMatter results are directly reported at all levels throughout an organisation. Once team results are delivered, teams are invited to collectively share responsibility for developing an action plan within an 8-week period and to review actions and progress made throughout the year. As an integral part of the iMatter process, teams come together to review the results and share thoughts and ideas in order to develop and implement Action Plans. See Appendix 1 for further details.

Data Collection

The iMatter process uses Webropol to distribute electronic and paper questionnaires to NHSScotland employees, as well as those employed by the Local Authority who work in a Health & Social Care Partnership who choose to participate. In 2023, all 22 Health Boards and 29 H & SCPs took part (see Appendix 2 for details). Access to the survey is provided via three alternatives:

1. An email invitation with a link to the online survey (Email)
2. A paper survey printed and distributed to those without online access (Paper)
3. An invitation sent via SMS with a link to the online survey (SMS)

For 2023 all fieldwork was carried out from 15 May to 17th July 2023.

Questionnaire

The 2023 questionnaire has some changes from 2022:

- The questions relating to changes staff had experienced have been removed. These questions were first introduced to the pulse survey in 2020 in response to the impact of the Covid pandemic and are therefore no longer appropriate to ask.
- Two additional questions are included in the 2023 questionnaire covering how staff feel about raising concerns:
  - I am confident that I can safely raise concerns about issues in my workplace
  - I am confident that my concerns will be followed up and responded to

The full questionnaire is included in Appendix 3.

Classifying Boards

Boards can be broadly allocated to one of three groups:

- Geographic Boards: those that provide regional healthcare services
- National Boards: those that provide support services to the organisation at a national level e.g., Public Health Scotland
- National Boards: those that provide specialist patient-facing services such as those provided by The State Hospital

Colour-coding as illustrated is used throughout the report to highlight the different types of Boards. An overview of each Board and a link to its website is included in Appendix 4.

Geographic Boards (Patient-facing)	National Boards (Patient-facing)	National Boards (Support)
NHS Ayrshire & Arran NHS Borders NHS Dumfries & Galloway NHS Fife NHS Forth Valley NHS Grampian NHS Greater Glasgow and Clyde NHS Highland NHS Lanarkshire NHS Lothian NHS Orkney NHS Shetland NHS Tayside NHS Western Isles	NHS 24 NHS Golden Jubilee Scottish Ambulance Service The State Hospital	Healthcare Improvement Scotland NHS Education for Scotland National Services Scotland Public Health Scotland

Response Rate Threshold

The previous response rate requirement of 60% for teams of 5 or more to receive an EEI report was removed in 2021. The 100% response rate for teams of 4 or less to generate a report remains a requirement for 2023. This is to ensure anonymity and the higher the response rate, the more realistic the feedback of how staff feel about working in their team.

iMatter Report 2023

This report provides detailed information and analysis of the iMatter responses for 2023. It also contains comparisons to previous years where appropriate. The Everyone Matters Pulse Survey (EMPS) carried out in 2020 focused on well-being and included only a small number of iMatter metrics. As the different questionnaire content may influence the way in which staff answered individual questions, the data is not included within the main historic iMatter comparisons in this report.

The findings from this report will be used by a range of stakeholders, including:

- Individual organisations (Health Boards and local authorities)
- The Scottish Government
- Partnership Groups such as the Scottish Workforce and Staff Governance Committee (SWAG), and the Scottish Partnership Forum (SPF)

This report is supported by the Health and Social Care Staff Experience Survey 2023: iMatter Data File (iMatter 2023 Data File) in which contains more detailed data.

Team Stories

The iMatter process is supported by Team Stories, that provide best practice examples of how to address challenges and provide inspiration and ideas for other teams and for the organisation as a whole. Illustrations from Team Stories are included through the report. Appendix 5 has a full list of Team Stories submitted this year.

Statistical Analysis

Significance testing has been carried out on the data, to explore the extent to which differences in scores between different groups (e.g. Boards, Staff Groupings etc.) are statistically significant. Correlation analysis has also been carried out, to understand the relationship between the individual measures included within iMatter. An overview of the analysis done is in Appendix 6 and summaries of the data are included in the iMatter 2023 Data file.

Whole Number Reporting

As with previous years, all iMatter 2023 results are reported to the nearest whole numbers i.e. without any decimal places shown. This is the case for both Board level and national reporting and applies to the presentation of the various scores and index values calculated from the individual survey responses. Whilst this approach does potentially hide some significant movements in the total Health and Social Care dataset and within some of the larger Boards, reporting whole numbers only ensures focus is on those movements that are most statistically significant. The only exception to this is the Overall Experience question which is scored on an 11 point scale (from zero to ten) and is reported to one decimal place. This approach has been agreed, in partnership, by Scottish Workforce and Staff Governance Secretariat.

Profile of Staff Completing the iMatter Survey

The demographic profile of staff completing the iMatter survey in 2023 is similar to that of previous years.

Staff are asked to confirm if they are NHSScotland or Local Authority staff and within that the staff grouping they are in.

Further details of demographics and staff groupings are included within the iMatter 2023 Data file[1].

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[1] iMatter 2023 Data File Tabs: 'Staff Groupings' and 'Demographic Profile'

iMatter 2023 Key Performance Indicators

Response Rate

Overall Response Rate **59%**
Questionnaires Issued: **201,745**
Responses Received: **118,376**

The response rate is calculated as the percentage of questionnaires issued that have been completed and returned within the allowable time.
In total 201,745 questionnaires were issued, 1,973 more than in 2022. A total of 118,376 usable responses were received, up by 8,126 on 2022.
The 2023 response rate is 59%, an increase of 4 percentage points (pps) from last year.

Employee Engagement Index Score (EEI)

Employee Engagement Index (EEI) Score **77**

The Employee Engagement Index (EEI) is calculated based on the number of responses for each point on the scale for component questions[2] (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). These scores are added together and divided by the overall number of responses to give the score to show level of engagement.
The 2023 EEI Score for Health and Social Care is 77, an increase of one point from 2022.

Action Plans Agreed

Action Plans Agreed: **55%** **within the 8-week window**

Each team is invited to complete a continuous improvement Action Plan. 55% of teams had an agreed Action Plan in place within 8 weeks of receiving iMatter results.
This is an improvement of 8 pps from 2022 when 47% of teams had an agreed action plan.

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[2] Components included are My Experience as an Individual, My Team/My Direct Line Manager, My Organisation in the questionnaire. See Appendix 3 for details.

iMatter 2023 KPIs Over Time

The table following summarises the iMatter KPIs for each individual Board.

- The 2023 response rate is 4 pps above 2022 and has now returned to the level achieved in 2018.
- The overall EEI score of 77 for Health and Social Care is 1 point above the 2022 EEI and is the highest ever recorded.
- 55% of teams completed Action Plans in 2023, an increase of 8 pps over 2022

Year	Response Rate	Movement from Previous Year	EEI	Movement from Previous Year	Action Plan Completion	Movement from Previous Year
2023	59%	+4	77	+1	55%	+8
2022	55%	-1	76	+1	47%	+5
2021	56%	-6	75	-1	42%[3]	-16
2019	62%	+3	76	+1	58%	+2
2018	59%	-4	No Report	N/A	56%	+13
2017	63%		75		43%	

iMatter 2023 KPIs for Individual Boards

The table following summarises the iMatter KPIs for each individual Board.

Nine of the Boards have achieved increases in all 3 KPIs in 2023. They are:
- NHS Golden Jubilee
- NHS Ayrshire & Arran
- NHS Borders
- NHS Fife
- NHS Grampian
- NHS Greater Glasgow and Clyde
- NHS Lothian
- NHS Orkney
- NHS Western Isles

Further details of the improvements achieved in each KPI are included within the relevant sections of this report.

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[3] Timing for Action Plan completion reduced from 12 weeks to 8 weeks.

EEI Score	Response Rate	EEI	Action Plans Agreed
Health and Social Care	**59%**	**77**	**55%**
National Boards (Patient-facing)			
NHS Golden Jubilee	65%	76	72%
NHS 24	70%	74	62%
Scottish Ambulance Service	56%	67	71%
The State Hospital	72%	75	53%
National Boards (Support)			
Healthcare Improvement Scotland	92%	80	53%
NHS Education for Scotland	88%	85	83%
NHS National Services Scotland	78%	78	94%
Public Health Scotland	79%	76	63%
Geographic Boards			
NHS Ayrshire & Arran	58%	78	59%
NHS Borders	55%	77	53%
NHS Dumfries & Galloway	65%	75	44%
NHS Fife	66%	77	67%
NHS Forth Valley	61%	76	61%
NHS Grampian	62%	78	46%
NHS Greater Glasgow and Clyde	54%	76	55%
NHS Highland	50%	76	28%
NHS Lanarkshire	58%	78	66%
NHS Lothian	58%	77	50%
NHS Orkney	59%	74	58%
NHS Shetland	60%	79	41%
NHS Tayside	58%	77	47%
NHS Western Isles	64%	77	59%

Response Rates

Introduction

The response rate shows the number of staff issued with the questionnaire (Recipients) and the number of staff who responded (Respondents) as an overall percentage.

In total 201,745 questionnaires were issued, and 118,376 usable responses were received. This equates to an overall response rate of 59%.

Board Response Rates

Response rates across individual Boards range from 92% for Healthcare Improvement Scotland to 50% for NHS Highland.

Board	2017	2018	2019	2021	2022	2023	Response Rate Movement 2023-2022 (pp)
Health and Social Care	**63%**	**59%**	**62%**	**56%**	**55%**	**59%**	**+4**
National Boards (Patient-facing)							
NHS Golden Jubilee	68%	63%	67%	67%	61%	65%	+4
NHS 24	67%	70%	65%	57%	65%	70%	+5
Scottish Ambulance Service	64%	64%	59%	60%	52%	56%	+4
The State Hospital	78%	77%	79%	69%	72%	72%	0
National Boards (Support)							
Healthcare Improvement Scotland	80%	86%	90%	91%	91%	92%	+1
National Services Scotland	76%	77%	82%	74%	75%	78%	+3
NHS Education for Scotland	81%	84%	87%	92%	88%	88%	0
Public Health Scotland				86%	75%	79%	+4
Geographic Boards (Patient-facing)							
NHS Ayrshire & Arran	64%	59%	60%	53%	53%	58%	+5
NHS Borders	61%	53%	53%	52%	52%	55%	+3
NHS Dumfries & Galloway	63%	59%	66%	55%	60%	65%	+5
NHS Fife	62%	53%	62%	59%	60%	66%	+6
NHS Forth Valley	65%	62%	68%	54%	56%	61%	+5
NHS Grampian	64%	60%	62%	57%	57%	62%	+5
NHS Greater Glasgow and Clyde	58%	54%	59%	51%	52%	54%	+2
NHS Highland	58%	51%	60%	51%	47%	50%	+3
NHS Lanarkshire	65%	62%	65%	56%	55%	58%	+3
NHS Lothian	65%	63%	63%	53%	54%	58%	+4
NHS Orkney	73%	83%	66%	65%	58%	59%	+1
NHS Shetland	61%	56%	63%	60%	55%	60%	+5
NHS Tayside	65%	58%	61%	60%	58%	58%	0
NHS Western Isles	52%	52%	56%	58%	62%	64%	+2

All Boards achieved the same or higher response rates than in 2022.

Many Boards have achieved considerable increases in their response rates from 2022. The largest increases are for the following Boards:

- NHS Fife response rate up 6 pps to 66%. This is the highest the Board has ever achieved, up 4 pps from 62% in 2017.
- NHS 24, NHS Ayrshire & Arran, NHS Dumfries & Galloway, NHS Forth Valley, NHS Grampian and NHS Shetland have all increased their response rates by 5pps.

Feedback from several of these Boards, demonstrate a renewed commitment to staff engagement, manager support and proactive encouragement to take part in iMatter.

In addition to NHS Fife, two other Boards have achieved their highest ever response rates:

- Healthcare Improvement Scotland: 92% in 2023 up 12 pps from 80% in 2017.
- NHS Western Isles: 64% in 2023 up 12 pps from 52% in 2017.

Whilst a 1pp increase in response rate was achieved by NHS Orkney to 59%, it remains considerably below the 2017 response rate of 2017 (73%) and 24pps below the peak response rate in 2018 (83%).

Further details of response volume and response rates by method are contained in Appendix 7.

The increase in response rate has typically been driven by Boards taking positive steps to support increased participation with the survey. Some examples follow:

"Ongoing improvements in staff engagement within NHS Forth Valley, our focus on iMatter at Board level, Staff Governance and Area Partnership Forum. The collaborative working relationships and development between FV iMatter team, Directorate iMatter Local administrators and Managers across the organisation to support the process and encourage staff engagement.

Board and CEO refreshed commitment supported by Human Resources and Organisational Development to our compassionate leadership and culture change programme post Covid.

Recommitment by Employee Director and CEO to working in partnership and actively encouraging staff to 'speak up' with increasing messaging to use iMatter to find their voice and have their say in shaping the organisation."
NHS Forth Valley, iMatter Team

"Following the end of the 2022 cycle we met with a number of teams and individuals to understand their experience of iMatter. Taking into account our own review and this feedback for 2023 we:
1. Developed a Communication plan which identified key messages
2. Planned regular short pieces for Board's weekly comms email which focused on tasks and FAQs
3. Had longer pieces in the corporate monthly newsletter
4. Circulated a clear action timeline to all managers which was advertised on the homepage of the Board's intranet.
5. Promoted the NHS Fife eLearning module in every communication and interaction to broaden knowledge and understanding around iMatter
6. Attended existing multi-team / service meetings in order to promote iMatter and answer any questions. These we prioritised by looking at last years response rate"
NHS Shetland, iMatter Team

"Actions taken include:
- Engaging on a higher level with HSCP colleagues by appointing 2 Directorate Admins.
- Distributing awareness raising and progress updates through every stage via organisation-wide communications and direct communications to team managers
- Service-specific communications to encourage areas where paper-based questionnaires have been used in the past to move to SMS or email.
- 'Things you didn't know about iMatter' – a weekly communication via Weekly Brief, Stafflink and HSCP forums to highlight key facts that may support increased engagement e.g., a move to SMS/email or engagement in Team Action Planning
- Distributing short videos from our Director of Workforce and Director of HSCP encouraging engagement in iMatter and emphasising the benefits of this to teams.
- Providing a Manager Pack with resources applicable to all stages of the process
- Providing the iMatter eLearning course to HSCP colleagues (with the language changed to reflect their references - eg 'patients' to 'service users', etc) for hosting on their Council eLearning platform (Oracle)
- Providing online Q&A drop-in sessions during the Manager Team Confirmation stage
- Attending individual team meetings to discuss iMatter and the benefits of it (where possible)
- 3-week roadshow over the entire questionnaire period over multiple NHS and HSCP sites to support survey participants, answer questions and provide an opportunity for support in accessing questionnaire (we carried laptops so participants could complete their survey). Coffee, tea and biscuits were provided on all roadshows."
NHS Fife, iMatter Team

"Launch of NHS 24 Management Essential Programme and Corporate Induction Programmes which include sections on iMatter and stresses its importance to those attending.
iMatter comms plan put in place ahead of iMatter cycle starting.
Manual revision of the Organisational Hierarchy spreadsheet, to try minimising errors such as wrong email addresses.
Weekly tracking of response rates with appropriate actions put in place, including direct reminders to managers where team response was 0 or where team report was not going to be generated
Weekly notification to PA's of teams in their directorates where response rate was low, to encourage completion.
Resending of questionnaire link to outstanding staff members in the last week."
NHS 24, iMatter Team

NHS Ayrshire & Arran have provided additional support to new and existing managers, along with consistency in Board Administrators who are therefore now more experienced in the iMatter process. It is noted also that the iMatter lead has within their email signature links to iMatter information.

Employee Engagement Index (EEI)

Introduction

The Employee Engagement Index (EEI) is calculated based on the number of responses for each point on the scale for component questions (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). These scores are added together and divided by the overall number of responses to give the score to show level of engagement.

Board EEI Scores

EEI scores for individual Boards range from 85 for NHS Education for Scotland to 67 for the Scottish Ambulance Service, neither having changed from 2022.

Only two Boards have 2023 EEI scores that are lower than in 2022. They are:
- NHS 24 down 2 points to 74 in 2023.
- Healthcare Improvement Scotland down 2 points to 80 in 2023

Both these movements are significant (Further details of significance testing is included in Appendix 6 and in the iMatter 2023 Data file[4].

EEI Score	2017	2018	2019	2021	2022	2023	Movement from 2022
Health and Social Care	**75**	**NR[5]**	**76**	**75**	**76**	**77**	**+1**
National Boards (Patient-facing)							
NHS Golden Jubilee	78	78	77	72	74	76	+2
NHS 24	75	77	78	75	76	74	-2
Scottish Ambulance Service	67	67	NR	65	67	67	0
The State Hospital	76	77	77	74	75	75	0
National Boards (Support)							
Healthcare Improvement Scotland	80	80	78	81	82	80	-2
NHS Education for Scotland	80	81	82	84	85	85	0
NHS National Services Scotland	77	76	76	78	78	78	0
Public Health Scotland				77	75	76	+1
Geographic Boards							
NHS Ayrshire & Arran	76	NR	76	75	77	78	+1
NHS Borders	74	NR	NR	74	75	77	+2
NHS Dumfries & Galloway	75	NR	74	72	75	75	0
NHS Fife	75	NR	76	75	75	77	+2
NHS Forth Valley	75	75	75	73	76	76	0
NHS Grampian	76	77	77	76	76	78	+2
NHS Greater Glasgow and Clyde	NR	NR	NR	74	75	76	+1
NHS Highland	NR	NR	74	73	75	76	+1
NHS Lanarkshire	77	78	79	77	78	78	0
NHS Lothian	76	77	77	76	76	77	+1
NHS Orkney	75	76	75	70	72	74	+2
NHS Shetland	78	NR	78	78	79	79	0
NHS Tayside	74	NR	75	74	76	77	+1
NHS Western Isles	NR	NR	NR	76	74	77	+3

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[4] iMatter 2023 Data File 'Significance Testing' tabs: 'EEI Score', 'Testing Components' and 'Boards'
[5] Boards not achieving a response rate of 60% or more in 2017, 2018 or 2019 did not receive an EEI score

NHS 24 has experienced considerable organisational change, an increased workforce volume and a greatly increased response rate to iMatter, all of which may impact the EEI score.

iMatter response rate has increased 13% over the past two years [57% in 2021 to 70% in 2023], which is a result of efforts to strengthen our employee voice. Our headcount has significantly increased over the past twelve months to a record high for NHS 24[6]. As such a decline in EEI and Overall Experience score was expected as staff now have multi-channel opportunities to express the challenges they experience as well as provide us their insights for opportunities for improvement.

Over the past 12 months significant organisational change has been undertaken which has seen our frontline staff undergo two phases of shift and rota reviews to better meet and align with patient call demands.

NHS 24 staff demographic is 68.4% part time and predominantly out of hours. Our lowest scoring questions related to Board visibility, and it is likely our significant increase in new staff as detailed above coupled with the fact our staff work predominantly part time and out of hours, they have not yet had the chance to meet directly with Board members.

NHS 24, iMatter Team

Healthcare Improvement Scotland note that organisational changes in two directorates may have impacted scores, though the decline is more widespread across the Board. Some focus group discussions are being planned to try and gain a better understanding for the overall drop in experience within the Board. (Source: iMatter Team, Healthcare Improvement Scotland).

NHS Western Isles increased their EEI score by 3 points from 74 in 2022 to 77 in 2023. This reflects a range of activities undertaken in the Board to improve employee engagement and wellbeing.

"In the 2023 iMatter cycle, NHS Western Isles put significant effort into:

Employee Engagement - Actively engaging around attempts to secure local childcare provisions for the Western Isles. Increased manager support, particularly around iMatter from the Op Lead, HR Drop-in Sessions as well as our Exec team enthusiastically encouraging managers and staff to value the importance of iMatter.

Wellbeing - There was an increased focus on Mental Health provisions including training of Mental Health Contacts, introducing an Employee Assistance Programme as well as increased comms and training to support staff both in work, and at home."

NHS Western Isles, iMatter Team

NHS Education for Scotland (85) and NHS Shetland (79) achieved the same scores as 2022, higher than the scores recorded in previous years. Eight Boards have recorded their highest ever reported[7] EEI Score in 2023
- NHS Ayrshire & Arran (78)
- NHS Grampian (78)
- NHS Borders (77)
- NHS Fife (77)
- NHS Tayside (77)
- NHS Western Isles (77)
- NHS Greater Glasgow and Clyde (76)
- NHS Highland (76)

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[6] 1,309 staff responded to iMatter in 2023, 1,159 in 2022 and 1,068 in 2021.
[7] From 2017 to 2019 there was a response rate threshold of 60%. An EEI score and report were only published if that threshold was achieved. NR within the table indicates no report was issued.

EEI Score Distribution across Teams

Across the whole of Health and Social Care the distribution of teams across each of the score bands is as shown following. 79% of teams that received a report score in Strive to Celebrate (67-100), up 4 pps from 2022. Across the whole of Health and Social Care there are only 23 teams that have an EEI score of 33 or less (less than 1% of all teams).

EEI Score	Number of Teams	Percentage of Teams
Strive & Celebrate (67-100)	12,303	79%
Monitor to Further Improve (51-66)	1.539	10%
Improve to Monitor (34-50)	146	1%
Focus to Improve (0-33)	23	<1%
No Report	1,643	10%
Total Health and Social Care	15,654	100%

Note: Teams with 4 or less staff and a response rate of below 100% did not receive a report.

The distribution of scores varies across Boards. Those with higher EEI scores overall have more teams scoring in Strive & Celebrate. The varying levels of No Report across Boards is a reflection of both the response rate achieved and the proportion of small teams within each Board.

EEI Score Percentage of Teams	Strive & Celebrate (67-100)	Monitor to Further Improve (51-66)	Improve to Monitor (34-50)	Focus to Improve (0-33)	No Report
Health and Social Care	79%	10%	1%	<1%	10%
National Boards (Patient-facing)					
NHS Golden Jubilee	80%	11%	1%	0%	8%
NHS 24	68%	17%	2%	<1%	13%
Scottish Ambulance Service	56%	33%	3%	0%	8%
The State Hospital	73%	9%	0%	0%	18%
National Boards (Support)					
Healthcare Improvement Scotland	94%	0%	0%	0%	6%
NHS Education for Scotland	92%	2%	0%	0%	6%
NHS National Services Scotland	88%	8%	<1%	0%	4%
Public Health Scotland	89%	9%	0%	0%	2%
Geographic Boards					
NHS Ayrshire & Arran	83%	7%	1%	<1%	9%
NHS Borders	80%	8%	1%	0%	11%
NHS Dumfries & Galloway	78%	12%	1%	<1%	9%
NHS Fife	80%	9%	1%	<1%	10%
NHS Forth Valley	80%	11%	2%	<1%	7%
NHS Grampian	82%	8%	<1%	<1%	10%
NHS Greater Glasgow and Clyde	80%	10%	1%	<1%	9%
NHS Highland	73%	11%	1%	<1%	15%
NHS Lanarkshire	81%	9%	<1%	<1%	10%
NHS Lothian	77%	8%	1%	<1%	14%
NHS Orkney	76%	15%	2%	0%	7%
NHS Shetland	80%	9%	0%	0%	11%
NHS Tayside	75%	11%	1%	0%	13%
NHS Western Isles	85%	11%	0%	0%	4%

No Report

1,643 Teams (10%) did not receive a report. These are all teams with less than 5 members, where the required response rate of 100% has not been reached.

Survey Questions – Summary

	iMatter 2023
My Experience as an Individual	
I am clear about my duties and responsibilities	88
I get the information I need to do my job well	82
I am given the time and resources to support my learning growth	74
I have sufficient support to do my job well	80
I am confident my ideas and suggestions are listened to	77
I am confident my ideas and suggestion are acted upon	73
I feel involved in decisions relating to my job	73
I am treated with dignity and respect as an individual	85
I am treated fairly and consistently	83
I get enough helpful feedback on how well I do my work	76
I feel appreciated for the work I do	77
My work gives me a sense of achievement	82
My Team/My Line Manager	
I feel my direct line manager cares about my health and well-being	87
My direct line manager is sufficiently approachable	88
I have confidence and trust in my direct line manager	86
I feel involved in decisions relating to my team	77
I am confident performance is managed well within my team	79
My team works well together	84
I would recommend my team as a good one to be a part of	85
My Organisation	
I understand how my role contributes to the goals of my organisation	83
I feel my organisation cares about my health and wellbeing	72
I feel that board members who are responsible for my organisation are sufficiently visible	56
I have confidence and trust in Board members who are responsible for my organisation	61
I feel sufficiently involved in decisions relating to my organisation	56
I am confident performance is managed well within my organisation	63
I get the help and support I need from other teams and services within the organisation to do my job	71
I would recommend my organisation as a good place to work	75
I would be happy for a friend or relative to access services within my organisation	78
Raising Concerns[8]	
I am confident that I can safely raise concerns about issues in my workplace	79
I am confident that my concerns will be followed up and responded to	74

The table following shows all the components ranked in order of score, high to low. The highest scoring areas are those that relate to the relationship staff have with their line manager and the clarity staff have about their role. The lowest scoring components are those that relate to the Board, to involvement in decisions and how performance is managed.

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[8] New questions added in 2023

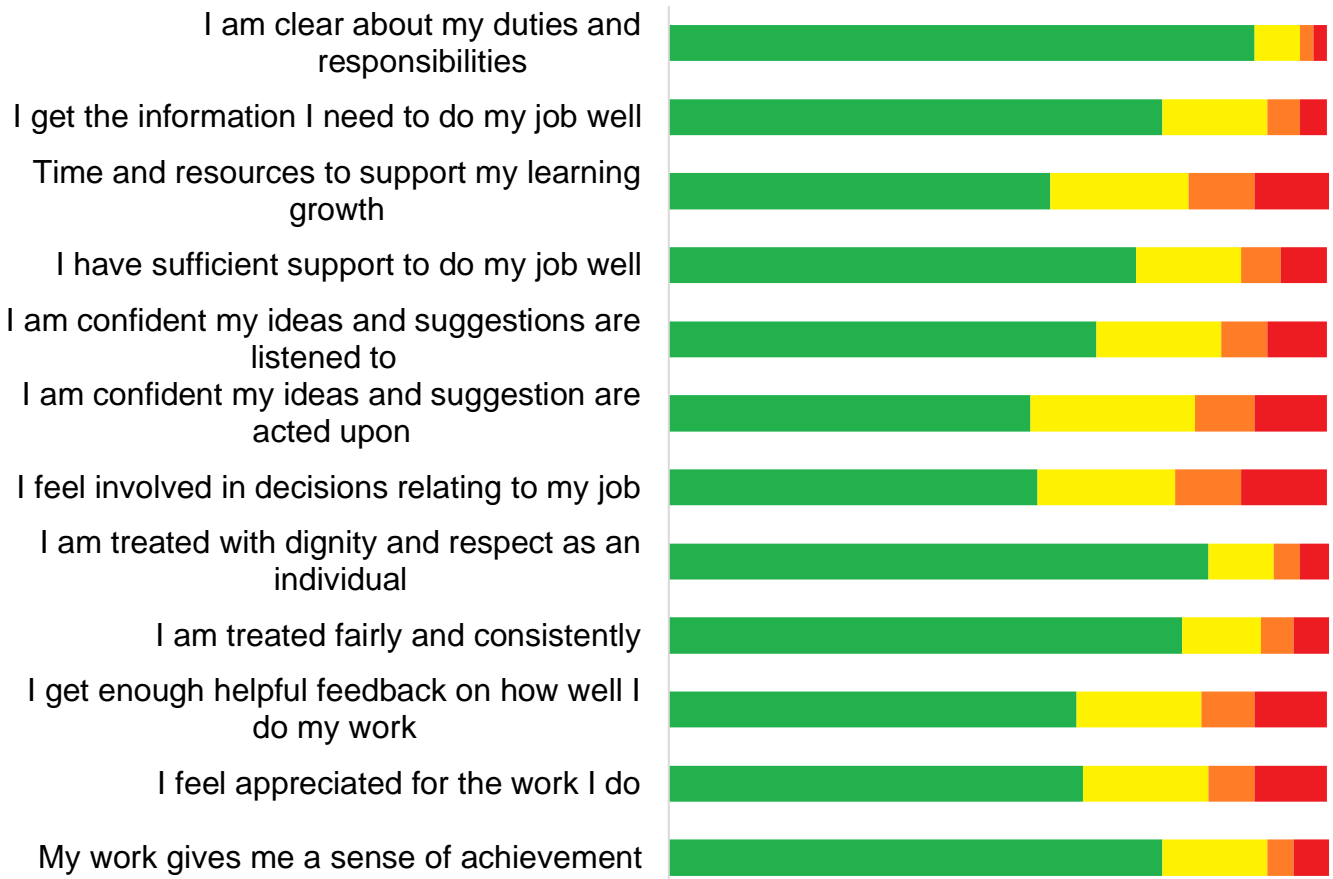|	iMatter 2023
I am clear about my duties and responsibilities	88
My direct line manager is sufficiently approachable	88
I feel my direct line manager cares about my health and well-being	87
I have confidence and trust in my direct line manager	86
I am treated with dignity and respect as an individual	85
I would recommend my team as a good one to be a part of	85
My team works well together	84
I am treated fairly and consistently	83
I understand how my role contributes to the goals of my organisation	83
I get the information I need to do my job well	82
My work gives me a sense of achievement	82
I have sufficient support to do my job well	80
I am confident performance is managed well within my team	79
I am confident that my concerns will be followed up and responded to	79
I would be happy for a friend or relative to access services within my organisation	78
I am confident my ideas and suggestions are listened to	77
I feel appreciated for the work I do	77
I feel involved in decisions relating to my team	77
I get enough helpful feedback on how well I do my work	76
I would recommend my organisation as a good place to work	75
I am given the time and resources to support my learning growth	74
I am confident that I can safely raise concerns about issues in my workplace	74
I am confident my ideas and suggestion are acted upon	73
I feel involved in decisions relating to my job	73
I feel my organisation cares about my health and wellbeing	72
I get the help and support I need from other teams and services within the organisation to do my job	71
I am confident performance is managed well within my organisation	63
I have confidence and trust in Board members who are responsible for my organisation	61
I feel that board members who are responsible for my organisation are sufficiently visible	56
I feel sufficiently involved in decisions relating to my organisation	56

Experience as an Individual

Results are aggregated for each question presented under the heading 'As an Individual'.

All components within Experience as an Individual have increased from 2022 by either 1 or 2 points, as they did from 2021 to 2022. All scores are now at or above those seen in 2019, before the COVID-19 pandemic.

Highest scores are given for clarity of role and being treated with dignity and respect. There is greatest room for improvement in staff feeling involved in decisions and that their ideas will be acted on.

Experience as an Individual	2017	2018	2019	2021	2022	2023	Movement 2023 - 2022
I am clear about my duties and responsibilities	88	88	87	86	87	88	+1
I am treated with dignity and respect as an individual	82	83	83	83	84	85	+1
I am treated fairly and consistently	81	81	81	81	82	83	+1
My work gives me a sense of achievement	81	81	81	79	81	82	+1
I get the information I need to do my job well	81	81	81	79	81	82	+1
I have sufficient support to do my job well	77	78	78	76	78	80	+2
I am confident my ideas and suggestions are listened to	75	75	75	74	76	77	+1
I feel appreciated for the work I do	73	74	74	73	75	77	+2
I get enough helpful feedback on how well I do my work	73	73	73	73	74	76	+2
I am given the time and resources to support my learning growth	71	72	72	70	72	74	+2
I am confident my ideas and suggestion are acted upon	71	71	71	70	72	73	+1
I feel involved in decisions relating to my job	71	71	70	70	71	73	+2

Almost nine out of ten staff agree or strongly agree that they are clear about their duties and responsibilities. Other components with very high scores are being treated with dignity and respect and being treated fairly and consistently.

I am clear about my duties and responsibilities			
I get the information I need to do my job well			
Time and resources to support my learning growth			
I have sufficient support to do my job well			
I am confident my ideas and suggestions are listened to			
I am confident my ideas and suggestion are acted upon			
I feel involved in decisions relating to my job			
I am treated with dignity and respect as an individual			
I am treated fairly and consistently			
I get enough helpful feedback on how well I do my work			
I feel appreciated for the work I do			
My work gives me a sense of achievement			

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

	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I am clear about my duties and responsibilities	89%	7%	2%	2%
I get the information I need to do my job well	75%	16%	5%	4%
Time and resources to support my learning growth	58%	21%	10%	12%
I have sufficient support to do my job well	71%	16%	6%	7%
I am confident my ideas and suggestions are listened to	65%	19%	7%	9%
I am confident my ideas and suggestion are acted upon	55%	25%	9%	11%
I feel involved in decisions relating to my job	56%	21%	10%	13%
I am treated with dignity and respect as an individual	82%	10%	4%	5%
I am treated fairly and consistently	78%	12%	5%	6%
I get enough helpful feedback on how well I do my work	62%	19%	8%	11%
I feel appreciated for the work I do	63%	19%	7%	11%
My work gives me a sense of achievement	75%	16%	4%	6%

Boards

Full Board data is included in the iMatter 2023 Data file[9]. The range of scores across Boards for each component varies from 27 points for 'I am given time and resources to support my learning growth' to 9 points for 'I am clear about my duties and responsibilities'

- 'I am given time and resources to support my learning growth', highest score is 83 in NHS Education for Scotland and the lowest score is 56 in Scottish Ambulance Service.
- 'I am clear about my duties and responsibilities' highest score is 89 in NHS Ayrshire & Arran and NHS 24, while the lowest score is 80 in Public Health Scotland.

Most Boards have seen increases in most or all measures within Experience as an Individual. NHS Western Isles has achieved improvement in all measures within Experience as an Individual, with the largest increases in:

- I get the information I need to do my job well, up 6 points to 84 this year
- I am given time and resources to support my learning growth, up 5 points to 75
- I have sufficient support to do my job well, up 5 points to 81

NHS Orkney have increased five of the twelve components within Experience as an Individual, by 3 points, 4 by two points and three by 1 point. This reflects the top organisational priorities launched recently within the Board:

- **"Staff health and wellbeing** - we are investing in a new Employee Assistance Service, including mental health first aid and psychological support for staff, as well as legal and financial support.
- **Valuing and recognising staff** - we are bringing back Long Service Awards, recognising retirements and staff awards.
- **Involving staff in decision-making** - starting with more clinical input in decisions via our new Senior Leadership Team (SLT) which is now in place. This will follow with quarterly extended SLT meetings followed by review of operational governance which will put staff voices front and centre.
- **Listening to and acting on staff feedback** - a 12-month programme of how we listen to and act on staff feedback is under development so that we can act on more real-time feedback, with improved communications and forums for listening in place with the CEO and Executive Team.
- **Leading with kindness and living our values** – we will have a real focus on values and behaviours and the 'how' we do things, including how we treat each other, recognising we have more to do here and need to be much more consistent. And we will have much more focus on leading with kindness and demonstrating visible and authentic leadership. Kindness and respect start with how we treat one another as colleagues."

NHS Orkney, Chief Executive

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[9] iMatter 2023 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

NHS 24 has seen decline in several measures, in particular:

- I am treated fairly and consistently, down 3 points to 78
- I am confident my ideas and suggestions are listened to and acted on, both down 3 points to 67 and 63 respectively

Team Stories can highlight how individual, focused actions, can improve the environment in which staff work:

"We didn't have a space to call our own for storing equipment, or dedicated desk space, as we're fully agile. This means that equipment is often stored in our cars as we go back and forth to homes and clinics, which is not ideal for staff as we're already taking other things, such as our laptops, out and about, so it's a lot to consider for each trip.

Amazingly, we've secured a large double cupboard at the Centre, which is solely for our team, and we can easily access it to pick up just the bits and pieces we need, and store the rest. This is only a small thing but has gone a long way to making the team feel that they are valued, visible and that their needs are being met by the HSCP."

NHS Greater Glasgow and Clyde Advance Nurse Practitioner Team, East Dunbartonshire HSCP

Following a wish-list suggestion to have George Clooney making coffee.

"On Monday morning George arrived (albeit it is a cardboard cut-out, as he's a very busy man) and a Nespresso coffee machine and coffee pods. It made us all laugh and as a Nurse in The NHS for almost 40 years I still find laughter the best medicine I know. It still makes us all smile every morning when we go in to the kitchen and see George he has been a very welcome addition to an already very positive workplace."

South Ayrshire HSCP, NHS Ayrshire & Arran

In Healthcare Improvement Scotland, 'I am given the time and resources to support my learning growth' and 'I feel involved in decisions relating to my job, have both declined 4 points to 72 and 74 respectively.

NHS Golden Jubilee has achieved a 4 point increase in 'I feel appreciated for the work I do' and 'I am given time and resources to support my learning growth' to 75 and 74 respectively in 2023.

Many iMatter teams are developing and sharing learning resources to support teams and activity within their Board and across organisations to share best practice. For example, the iMatter eLearning developed by NHS Fife has been adapted and is offered at a national level for all boards to access via Turas Learn. A Team Story from NHS Forth Valley illustrates how different solutions can be introduced to support staff in their roles and to develop their skills further:

"We have fortnightly staff meetings to discuss all matters within the team. The staff are excellent at sharing their learning and stories at these meetings.

We decided to introduce peer learning – the staff all picked another member of staff within the team to shadow during face to face health assessments. They chose staff members with different skill sets to learn from. This improved knowledge and understanding in many aspects of the assessment from clinical skills, mental wellbeing skills, social interaction, communication skills,

employability and admin skills, to working with individuals with learning disabilities, young people, asylum seekers, justice service users and refugees.

This has worked well, the service continues to build and go from strength to strength with help from our HSCP colleagues and other partners throughout Forth Valley."

NHS Forth Valley Keep Well Team

NHS Forth Valley Audiology Team has taken a pro-active approach to ensuring staff are confident in their roles, that their ideas are listened to, and that they feel involved in decisions:

"Since December 2022 the team has closed its doors on the last Tuesday afternoon of each month and dedicated the afternoon to training.

TURAS forms the first part of the afternoon, allowing staff to catch up on mandatory training. The staff meeting follows this session, allowing staff to have more regular input into decisions and share ideas. The day also has a training need, so far this year we have had training from many of our Hearing Aid companies coming to visit, as well as our Health and Wellbeing team where we all joined in with some mindfulness (this resulted in our Wellbeing Wall in Stirling!)

This has vastly increased our capacity to meet and learn, and the team has come on miles as a result.

We recently were announced as the British Academy of Audiology (BAA) Team of the Year 2023 because of the work we have achieved."

NHS Forth Valley Audiology Team

Staff Groupings

For seven of the components Local Authority staff score 1 point higher than NHSScotland staff. NHSScotland Staff score higher than Local Authority staff by 1 point on two components:

- I am clear about my duties and responsibilities (NHSScotland 88, Local Authority 87)
- I get the information I need to do my job well (NHSScotland 82, Local Authority 81)

Experience as an Individual	NHSScotland	Local Authority	Difference
I am clear about my duties and responsibilities	88	87	1
I get the information I need to do my job well	82	81	1
I am given the time and resources to support my learning growth	74	75	1
I have sufficient support to do my job well	80	80	0
I am confident my ideas and suggestions are listened to	77	77	0
I am confident my ideas and suggestion are acted upon	73	74	1
I feel involved in decisions relating to my job	73	72	1
I am treated with dignity and respect as an individual	85	85	0
I am treated fairly and consistently	83	84	1
I get enough helpful feedback on how well I do my work	76	77	1
I feel appreciated for the work I do	76	77	1
My work gives me a sense of achievement	82	83	1

Details of scores for each of the individual Staff Groupings within NHSScotland and Local Authority are included in the iMatter 2023 Data file[10].

- Within NHSScotland staff it is typically Ambulance Services staff who rate lowest and Senior Managers who rate highest.
- Within Local Authority staff Older People Services tend to rate the lowest and Senior Managers the highest.

The range of scores across all staff groupings is greatest for 'I feel involved in decisions relating to my job' at 28 points, from 58 among NHSScotland Ambulance Services to 86 among Local Authority Senior Managers. The smallest range is 6 points for 'I am clear about my duties and responsibilities', where the lowest score is 85 for Health Science Services and the highest score is 91 for Local Authority Senior Managers.

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[10] iMatter 2023 Data File 'Staff Groupings Scores' tab

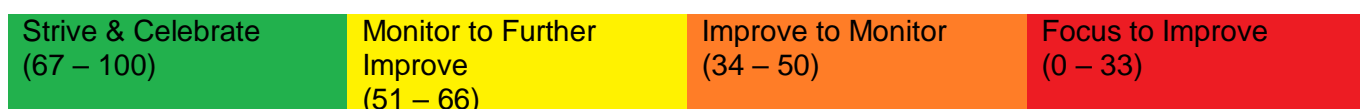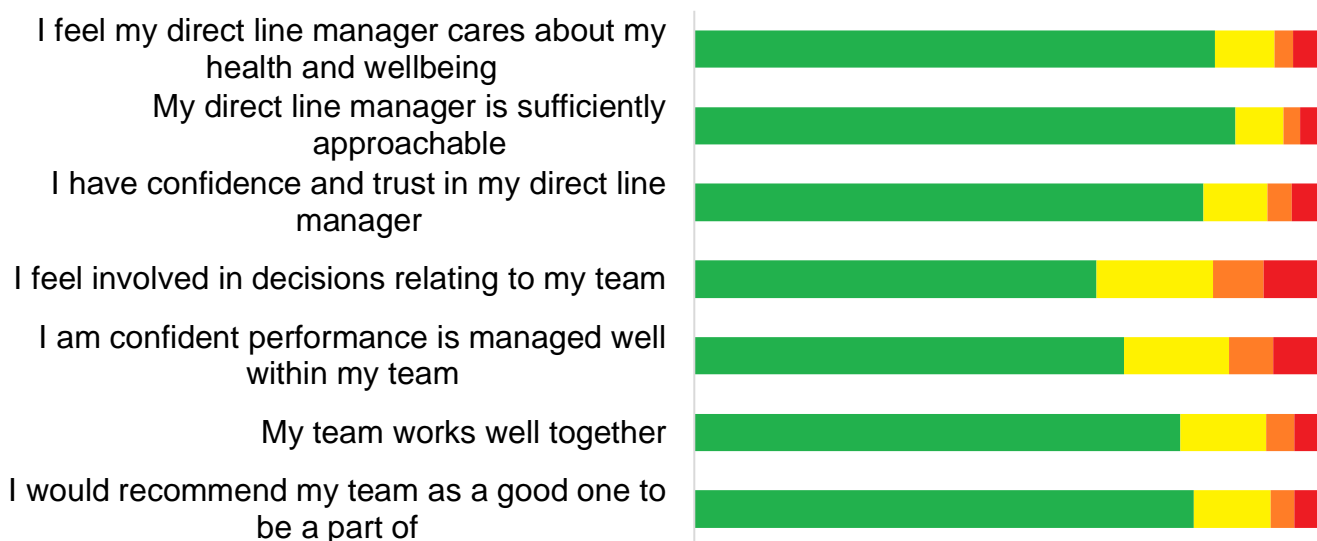# My Team / My Direct Line Manager

Results are aggregated for each question presented under the heading 'My Team / My Direct Line Manager'.

All but one of the components in My Team/My Direct Line Manager have increased by one point since 2022. The score for 'My line manager is sufficiently approachable' has remained unchanged.

All of the components are at, or above, levels ever previously achieved in iMatter.

My Team/My Direct Line Manager	2017	2018	2019	2021	2022	2023	Movement 2023 - 2022
My direct line manager is sufficiently approachable	86	87	87	87	88	88	0
I feel my direct line manager cares about my health and well-being	84	84	84	84	86	87	+1
I have confidence and trust in my direct line manager	83	84	84	84	85	86	+1
I would recommend my team as a good one to be a part of	82	83	83	83	84	85	+1
My team works well together	81	82	82	82	83	84	+1
I am confident performance is managed well within my team	77	77	77	77	78	79	+1
I feel involved in decisions relating to my team	75	76	76	75	76	77	+1

Staff are very positive about their line manager and their relationship with their manager. Not all staff feel involved in team decisions and some are not confident about how performance is managed.

| | I feel my direct line manager cares about my health and wellbeing | My direct line manager is sufficiently approachable | I have confidence and trust in my direct line manager | I feel involved in decisions relating to my team | I am confident performance is managed well within my team | My team works well together | I would recommend my team as a good one to be a part of |

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

	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I feel my direct line manager cares about my health and wellbeing	83%	10%	3%	5%
My direct line manager is sufficiently approachable	86%	8%	3%	4%
I have confidence and trust in my direct line manager	81%	10%	4%	5%
I feel involved in decisions relating to my team	64%	19%	8%	9%
I am confident performance is managed well within my team	68%	17%	7%	8%
My team works well together	77%	14%	5%	5%
I would recommend my team as a good one to be a part of	80%	12%	4%	5%

Boards

Full Board data is included in the iMatter 2023 Data file[11].

The range of scores across Boards is largest for ''I feel involved in decisions relating to my team' at 20 points, with Scottish Ambulance Service scoring 67 and NHS Education for Scotland scoring 87. The smallest range (10 points) is for 'My team works well together', with Scottish Ambulance Service scoring 79 and NHS Education for Scotland scoring 89.

Several Team Stories demonstrate the effort made to improve team dynamics, through a variety of actions:

"With a return to a more 'normal' service post covid, the L&OD team are out and about working across a range of sites and the organisation. However, the team noted that they were sometimes missing the connections they had with colleagues and were less likely to see each other as often as before. Keen to stay in touch, and as part of the team action plan – a monthly lunchtime catch up meeting was agreed when the whole team are 'on-site'.

The informal catch up gives the team a chance to share anything new face to face in an informal setting helping to stay connected and enhancing our relationships"

Learning and Organisational Development Team, NHS Lanarkshire

A Digital Champion, within NHS Ayrshire & Arran, successfully introduced MS Teams (on phones) to staff who did not normally have access to computers. This had a positive impact on connectivity across the team.

Building a good environment within a new team can be a challenge. The newly established Quality Improvement Team in NHS Ayrshire & Arran took a series of actions to achieve positive working relationships across the team and beyond:

- "Regular 1:1s with team members.
- Team building day to identify the vision and mission of the new team to develop a sense of shared responsibility.
- Open and transparent working relationships to build psychological safety within the work place.
- Encouragement of distributed working to facilitate autonomy and ideal working environments for each team member.
- Regular weekly 'catch-ups' to ensure we can share worries/concerns and use each other's experiences to enrich pieces of ongoing work.
- Dynamic and efficient use of a work planner. This is completed during the 'catch up' to ensure everyone is up to date and sharing progress with projects.
- Utilisation of QI tools to provide a road map for our journey. This was composed by the team at our team building day. This allowed both shared ownership and purpose within the team."

Quality Improvement Team, NHS Ayrshire & Arran

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[11] iMatter 2023 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

Overall there is typically a 1 point increase in most scores for the majority of Boards. The largest improvements are in NHS Western Isles where all scores within My Team have increased by 3 or 4 points. National Services Scotland has seen a 3 point improvement in 'my direct line manager cares about my health and wellbeing'. The score for 'I feel involved in decisions relating to my team' has declined 3 points to 81 in Healthcare Improvement Scotland.

The Team Story from the Ground Department Bothy, reflects on the importance of a team space, particularly when the team spends most of their time outdoors:

"The rest and team space hadn't been upgraded or decorated for over 20 years. It is the place where the team meet, where they start and end their day, take their well-earned breaks and have a comfort break. It is meant to provide a warm, safe area to change out wet clothes and get a hot drink on the coldest and dreariest days. It is where they store their clothes, wash up or have a shower.

With funding through endowments, and support and work from departments across the organisation it is now being upgraded. The space has been painted inside and out, new flooring has been put down and new furniture is on its way. The toilet and shower have been up-graded and it is transforming into a welcoming, warm and safe space for the team to rest and take a well-earned break. The team can also get access to a PC in the Bothy to check emails, get up to date with TURAS training, print work orders and other documents they need. It has notice boards with the information they need on health and safety etc."

Ground Department Bothy Refurbishment, NHS Grampian

Staff Groupings

NHSScotland staff scores overall are similar to those of Local Authority staff. The largest difference is in confidence that performance is managed well, with Local Authority staff scoring two points higher (81) than NHSScotland staff (79).

My Team/My Direct Line Manager	NHSScotland	Local Authority	Difference
My direct line manager is sufficiently approachable	88	89	1
I feel my direct line manager cares about my health and well-being	87	87	0
I have confidence and trust in my direct line manager	86	87	1
I would recommend my team as a good one to be a part of	85	85	0
My team works well together	84	84	0
I am confident performance is managed well within my team	79	81	2
I feel involved in decisions relating to my team	77	78	1

Details of scores for each of the individual Staff Groupings within NHSScotland and Local Authority are included within the iMatter 2023 Data file[12]. The largest range of scores is for 'I feel involved in decisions relating to my team' where a difference of 22 points is seen between Ambulance Services (67) and Local Authority Senior Managers (89). The smallest range (8 points) is in 'My team works well together' with Ambulance Services at 78 and several Staff Groupings at 86 (Business Services, Criminal Justice and Senior Managers in both NHSScotland and Local Authority).

My Organisation

Results are aggregated for each question presented under the heading 'My Organisation', where Organisation refers to and includes both the relevant NHS Board and Health & Social Care Partnership(s).

Staff generally feel they understand how their role contributes to the organisational goals. The areas of greatest concern are around involvement in decisions and the visibility of Board members. All components within 'My Organisation' have either increased by one point or stayed the same.

The lowest scores across all components, are in 'I feel Board Members responsible for the wider organisation are sufficiently visible'[13] (56) and 'I feel involved in decisions relating to my organisation' (56), though both have improved by 1 point from 2022.

My Organisation	2017	2018	2019	2021	2022	2023	Movement 2023 – 2022
I understand how my role contributes to the goals of my organisation	82	83	82	82	83	83	0
I would be happy for a friend or relative to access services within my organisation	78	78	78	77	77	78	+1
I would recommend my organisation as a good place to work	74	74	74	73	74	75	+1
I get the help and support I need from other teams and services within the organisation to do my job	71	72	71	70	70	71	+1
I feel my organisation cares about my health and wellbeing	70	71	70	70	71	72	+1
I am confident performance is managed well within my organisation	64	64	64	62	63	63	0
I have confidence and trust in senior managers/Board Members responsible for the wider organisation[13]	64	65	64	61	61	61	0
I feel senior managers/Board Members responsible for the wider organisation are sufficiently visible[13]	62	62	62	55	55	56	+1
I feel involved in decisions relating to my organisation	57	57	57	55	55	56	+1

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[13] **Question Wording Changes**
In 2021 the wording changed for two components within 'My Organisation':

- 'I have confidence and trust in **senior managers** responsible **for the wider organisation'** changed to 'I have confidence and trust in **Board members** who are responsible **for my organisation'**

- 'I feel **senior managers** responsible **for the wider organisation** are sufficiently visible changed' to 'I feel that **Board members** who are responsible **for my organisation** are sufficiently visible'
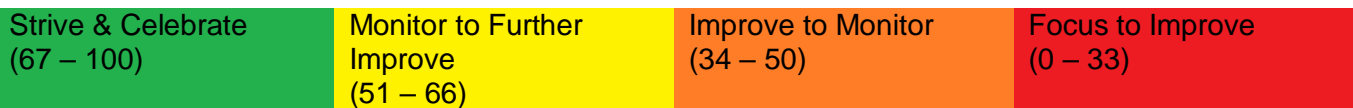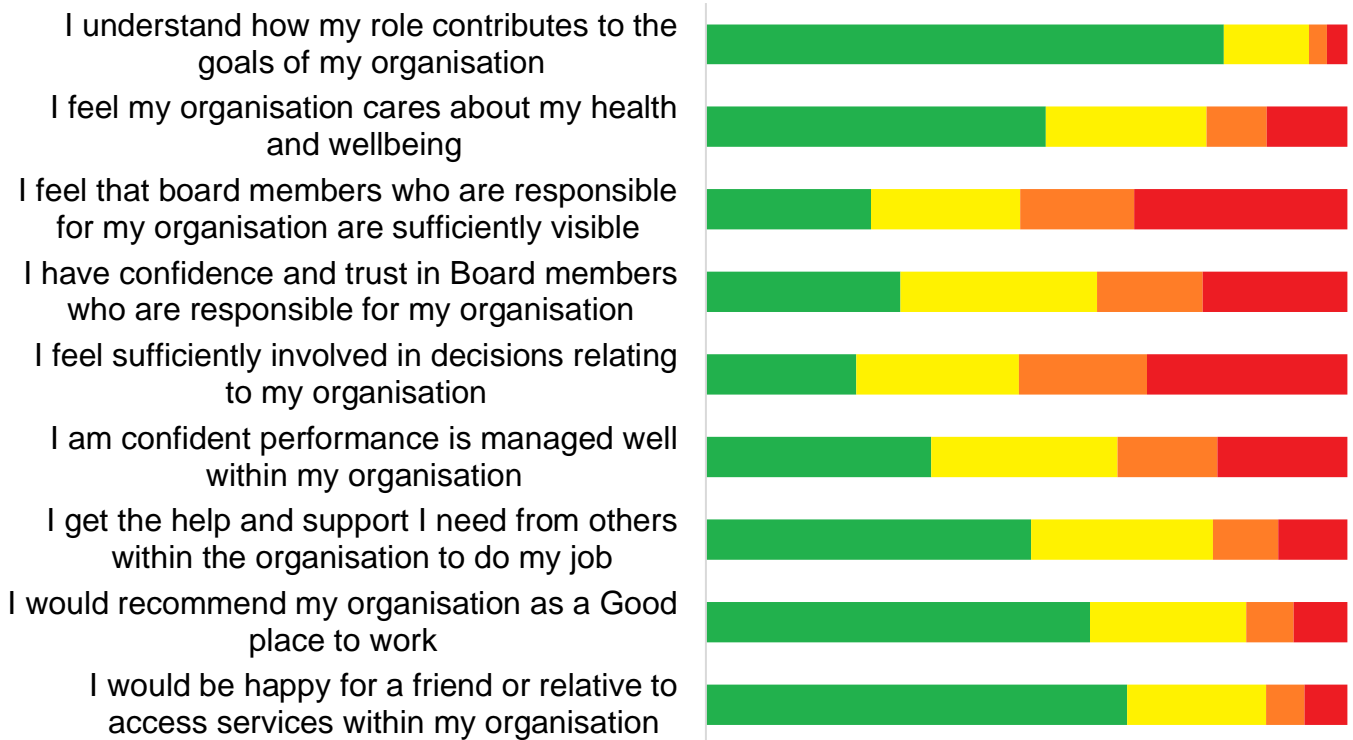
	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I understand how my role contributes to the goals of my organisation	81%	13%	3%	3%
I feel my organisation cares about my health and wellbeing	53%	25%	9%	13%
I feel that board members who are responsible for my organisation are sufficiently visible	26%	23%	18%	33%
I have confidence and trust in Board members who are responsible for my organisation	30%	31%	17%	23%
I feel sufficiently involved in decisions relating to my organisation	23%	25%	20%	31%
I am confident performance is managed well within my organisation	35%	29%	16%	20%
I get the help and support I need from others within the organisation to do my job	51%	28%	10%	11%
I would recommend my organisation as a good place to work	60%	24%	7%	8%
I would be happy for a friend or relative to access services within my organisation	66%	22%	6%	7%

Boards

Full Board data is included in the iMatter 2023 Data file[14].

There are a wide range of scores across the Boards for many of the components within My Organisation. The broadest range of scores is for 'I feel that board members who are responsible for my organisation are sufficiently visible' with a range of 28 from the lowest score of 44 (Scottish Ambulance Service to the highest score of 72 (Healthcare Improvement Scotland). A range of 27 points is seen for 'I feel my organisation cares about my health and wellbeing' with a low score of 57 (Scottish Ambulance Service) and a high score of 84 (NHS Education for Scotland).

The range of scores is least, at 11 points, for 'I understand how my role contributes to the goals of my organisation' with the lowest at 75 (Public Health Scotland) and a high of 86 (NHS Education for Scotland).

NHS Western Isles has considerably improved several ratings within My Organisation:

- I would recommend my organisation as a good place to work, up 5 points to 76
- I would be happy for a friend or relative to access services within my organisation, up 4 points to 80
- I feel my organisation cares about my health and wellbeing, up 4 points to 71

"NHS Western Isles has seen good performance across the organisation in respect of planned care and in ensuring a safe environment for all patients and staff.

As part of our focus on Employee Wellbeing, our dedicated Wellbeing Group meet regularly to discuss and promote various initiatives and resources to support staff and their families.

Through our desire to embed as an Anchor Institution that sees our long-term sustainability linked to the wellbeing of our wider population, we have a number of Employability initiatives to help create ambition and inspire the next generation of NHS Employees. These include our Apprenticeship Programme, Recruitment of Summer Students and actively engaging with Careers Fairs and other programmes to promote NHS Western Isles as an employer of choice."
NHS Western Isles, iMatter Team

Other Boards showing large improvements in individual components are:

- NHS Golden Jubilee, 'I feel my organisation cares about my health and wellbeing', up 4 points to 70
- Public Health Scotland, 'I feel that board members who are responsible for my organisation are sufficiently visible' up 6 points to 64 and 'I have confidence and trust in Board members who are responsible for my organisation' is up 4 points to 64
- NHS Golden Jubilee has increased their score from 50 to 54 for 'I feel sufficiently involved in decisions relating to my organisation'

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[14] iMatter 2023 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

"Since 2022, a Board engagement plan has been implemented from both internal and external perspectives. Board members have been invited to take part and support internal staff initiatives including team meetings, the PHS Speaker Series and PHS Conversations series. Coupled with this staff have been encouraged to attend meetings of the full Board to understand our governance processes in action. As we have moved to more in-person ways of working this has meant that Board members are more accessible and visible."
Public Health Scotland, iMatter Team

There are some decreases in scores within individual Boards, in particular:

- In Healthcare Improvement Scotland, 'I feel sufficiently involved in decisions relating to my organisation' has declined 6 points to 64 and I am confident performance is managed well within my organisation has declined 5 points to 64
- NHS 24 has seen a drop of 5 points to 65 for 'I feel my organisation cares about my health and wellbeing' and a drop of 4 points to 71 for 'I would recommend my organisation as a good place to work'

The Team Story following illustrates how several teams work effectively together to provide an enhanced service:

"Here in NHS Ayrshire & Arran the Public Protection Health Team has responsibility for three distinct areas of practice. Child and adult protection along with Multi-agency Risk Assessment Conference (MARAC). Once practicing independently of each other the last year has seen the teams join under strong strategic clinical leadership and follow other Scottish health boards in a public protection health service model.
As a new team we have developed a training schedule for staff across the organisation which compliments the existing online NES modules. The vision of the ASP team is to continue to strengthen our visibility within the organisation, working collaboratively with our partners to meet the needs of the adults in need of support & protection and ensure staff feel confident and competent in recognising and reporting harm."
Public Protection Health Service, NHS Ayrshire & Arran

Staff Groupings

Local Authority staff score higher for all components of My Organisation. The biggest difference is in confidence in managing performance with Local Authority staff scoring 4 points higher (67) than NHSScotland staff (63)

Details of scores for each of the individual Staff Groupings within NHSScotland and Local Authority are included within the iMatter 2023 Data files[15]. There is considerable variation in scores across Staff Groupings across the My Organisation components. The largest is a range of 34 points in 'I feel sufficiently involved in decisions relating to my organisation' where the lowest score is 44 among Ambulance Services and the highest is 78 among Local Authority Senior Managers. The smallest range (13 points) is in 'I understand how my role contributes to the goals of the organisation. Two Staff Groupings have the lowest score of 79 (Ambulance Services and Medical and Dental). The highest score of 92 is among Local Authority Senior Managers.

My Organisation	NHSScotland	Local Authority	Difference
I understand how my role contributes to the goals of my organisation	83	84	1
I feel my organisation cares about my health and wellbeing	71	74	3
I feel that board members who are responsible for my organisation are sufficiently visible	55	57	2
I have confidence and trust in Board members who are responsible for my organisation	61	62	1
I feel sufficiently involved in decisions relating to my organisation	55	58	3
I am confident performance is managed well within my organisation	63	67	4
I get the help and support I need from other teams and services within the organisation to do my job	71	73	2
I would recommend my organisation as a good place to work	75	77	2
I would be happy for a friend or relative to access services within my organisation	77	78	1

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[15] iMatter 2023 Data File 'Staff Groupings Scores' tab

Staff Governance Standard – Strand Scores

Staff Governance is a key component of the NHSScotland governance framework used to monitor and manage the performance of NHS Scotland organisations. Staff Governance considers both how *effectively* staff are managed and also how staff *feel* they are managed. The standard was underpinned in legislation in 2004 and its component strands as shown below continue to be monitored, both locally and nationally.

Staff Governance Standard – Scores

The strands of the Staff Governance Standard were mapped against the 20 components forming part of the Staff Experience Framework (see Appendix 8). The 25 questions were then mapped to the 20 components and Staff Governance Standard to provide a measure of Employee Engagement (see Appendix 9).

Staff Governance Standard Weighted Index Values	2017	2018	2019	2021	2022	2023	Movement 2023 - 2022
Well informed	80	80	80	78	79	79	0
Appropriately trained and developed	73	74	74	73	75	77	+2
Involved in decisions	71	71	71	70	71	72	+1
Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued	77	77	77	77	78	79	+1
Provided with a continuously improving & safe working environment, promoting health & wellbeing of staff, patients & the wider community	76	77	77	76	77	78	+1

The Staff Governance Standard Strand reported scores for 'Appropriately trained and developed' strand has again increased by 2 points from last year, as it did from 2021 to 2022. 'Involvement in decisions', 'A safe working environment' and 'Treated fairly and consistently' have all increased by 1 point over 2022. 4 of the 5 strands are at the highest level they have ever been, with 'Well Informed' 1 point below the level achieved in 2017 – 2019.

Board Scores

Across the individual boards there is variation in the Staff Governance Standard Strand scores. The table below shows the highest and lowest scores achieved across the Boards and the size of the difference.

The largest variation across Boards is the 'Appropriately trained and developed' Strand with a range in Board scores of 22, from 63 in the lowest scoring Board to 85 in the highest scoring Board.

The greatest consistency is seen in the 'Well informed' strand where the range is 12 points from lowest (73) to highest (85).

Staff Governance Standard Weighted Index Values	Highest Board Score Achieved	Lowest Board Score Achieved	Range: Highest to Lowest Score
Well informed	85	73	12
Appropriately trained and developed	85	63	22
Involved in decisions	82	61	21
Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued	87	69	18
Provided with a continuously improving & safe working environment, promoting health & wellbeing of staff, patients & the wider community	86	70	16

Strand scores for each Board for 2023 and movement from 2022 are included in the iMatter 2023 Data file[16].

NHS Western Isles have improved their score for the 'Well informed' Strand by 4 points from 76 last year to 80 this year.

A Team Story from Low Secure Forensic Ward, NHS Fife demonstrates how staff wellbeing can be supported with a focus on positivity:

Within the main area of the ward, we have a dedicated board which displays our: iMatters team report; action plan; storyboard; and staff poster with areas we do well and where we can improve.

Staff health and wellbeing board: The board provides space for staff to share "moments of joy," where they can post pictures they have captured which they find positive. The hope is that the positivity will spread to other staff. Also included on the board are: staff discounts; Kingdom Lottery information; upcoming events; information etc.

Changes to the staff room: Decorative items and a Hi-Fi system have been a positive introduction to our staff room. This has helped to make the space feel more welcoming for staff, when enjoying their break times.

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[16] iMatter 2023 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

Not only in Daleview but across the service, Health and Wellbeing folders have been introduced. These are updated regularly by the service Health and Wellbeing Reps, and provide staff with key information on services/resources available to them. An electronic version is also accessible via the ward T-Drive.

A folder dedicated to training opportunities has also been compiled, and readily accessible. Staff can look through this at their own leisure, with the hopes this will help boost autonomy and provide professional development satisfaction.

Low Secure Forensic Ward, Lynebank Hospital, NHS Fife

The East Renfrewshire HSCP (NHS Greater Glasgow and Clyde) and the Mayfield Assessment and Treatment Unit (NHS Fife) focus on wellbeing across the team:

"One way we've been showcasing our wellbeing activity is through our regular Staff Wellbeing newsletter with targeted articles on key issues e.g. alcohol awareness, stress at work, financial advice. These kept staff updated on any upcoming classes and sessions, as well as providing access to information and resources which covered a wide range of topics.

During the summer months, we rolled out a programme under our "Summer of Wellness" brand. Creating this brand allowed us to bring together a whole range of opportunities for staff in one place, including yoga, fitness classes, 121 wellbeing conversations etc. The uptake for these was fantastic and feedback from staff was extremely positive. We're now building on that success and are rolling out a new "Winter of Wellness" programme during November and December."

East Renfrewshire HSCP, NHS Greater Glasgow and Clyde

"Our iMatter action plan highlighted the need for improved staff morale, increased motivation and new idea's within the team.

We have implemented a staff wellbeing wall within the ward. This has up to date resources on a range of subjects including tips for positive health and wellbeing, exercise and gym information, financial support and kindness and compassion. The staff team have reported that this is a welcome addition to our ward environment."

Mayfield Assessment and Treatment Unit, NHS Fife

Two Boards have increased their score for 'Appropriately trained and developed' by 4 points:

- NHS Western Isles with a score in 2023 of 77
- NHS Golden Jubilee with a score of 76

The largest movement in the 'Involved in decisions' strand is 3 points:

- NHS Western Isles has improved 3 points from 70 to 73
- Healthcare Improvement Scotland has declined 3 points from 80 to 77

NHS 24 has declined 2 points for the 'Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued' strand, with Scottish Ambulance Service and Healthcare Improvement Scotland both declining by 1 point.

NHS Western Isles has increased its score for 'Provided with a continuously improving & safe working environment, promoting health & wellbeing of staff, patients & the wider community' by 4 points from 75 in 2022 to 79 in 2023. Healthcare Improvement Scotland has declined 3 points from 84 to 81.

Throughout 2023, NHS Western Isles have continued to harness the power of Social Media and other communication methods with staff. There is a dedicated Staff Facebook page that allows for agile communications to be shared with the workforce. In addition to this there has been an increase in mandatory and statutory training compliance including an increase in the delivery of violence and aggression training. NHS Western Isles have also begun the process of moving to Turas Learn in 2023 to enhance the learning experience for all staff.

The Staff Governance Committee are also actively engaged with the associated Staff Governance Action Plan to ensure the strands are embedded across the organisation, at all levels.
NHS Western Isles iMatter Team

Staff Groupings

Local Authority staff score one point higher than NHSScotland staff for each of the 5 Staff Governance Standard strands.

Staff Governance Standard Weighted Index Values	NHSScotland	Local Authority
Well informed	79	80
Appropriately trained and developed	76	77
Involved in decisions	72	73
Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued	79	80
Provided with a continuously improving & safe working environment, promoting health & wellbeing of staff, patients & the wider community	78	79

Within Local Authority and NHSScotland staff there is a wide range of scores across the individual staff groupings.' 'Involved in decisions' and 'Appropriately trained and developed' have the largest ranges (24 and 22 points respectively). In all instances the highest scoring staff grouping is Local Authority Senior Managers and the lowest scoring are NHSScotland Ambulance Services.

Staff Governance Standard Weighted Index Values	Highest Staff Grouping Score Achieved	Lowest Staff Grouping Score Achieved	Range: Highest to Lowest Score
Well informed	88	73	15
Appropriately trained and developed	84	62	22
Involved in decisions	84	60	24
Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued	86	69	17
Provided with a continuously improving & safe working environment, promoting health & wellbeing of staff, patients & the wider community	86	69	17

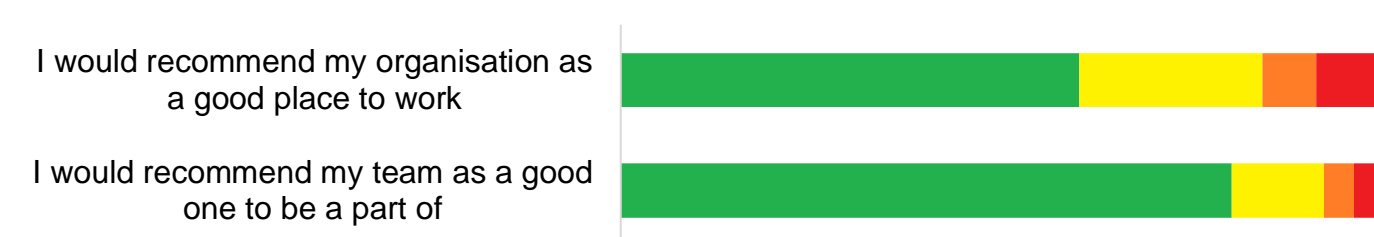Further data is included within the iMatter 2023 Data file[17].

Recommendation

Within the iMatter questionnaire there are two statements that relate to recommendation:
- I would recommend my organisation as a good place to work
- I would recommend my team as a good one to be a part of

Recommendation	2017	2018	2019	2021	2022	2023	Movement 2023 – 2022
I would recommend my organisation as a good place to work	74	74	74	73	74	75	+1
I would recommend my team as a good one to be a part of	82	83	83	83	84	85	+1

Both measures have improved by one point over 2022. Both measures are now at the highest levels they have ever been. Over half (60%) of staff agree strongly or agree (Strive & Celebrate) that they would recommend their organisation as a good place to work. This is an increase of 3 percentage points over 2022. 79% of staff agree they would recommend their team as a good one to be a part of. This is an increase of 1 percentage point from last year.

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

	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I would recommend my team as a good one to be a part of	79%	12%	4%	5%
I would recommend my organisation as a good place to work	60%	24%	7%	9%

Boards

For recommendation of the organisation as a good place to work there is a broad range of scores across the Boards. For recommendation of their team the range is much smaller. The Board with the highest score for both measures is NHS Education for Scotland (87 and 91) respectively and the Board with the lowest score for both is Scottish Ambulance Service (66 and 80 respectively).

All of the Geographic Boards have improved or stayed the same, both for recommendation of their organisation and their team.

The largest improvement is in NHS Western Isles where recommending the organisation has increased by 5 points from 71 to 76. However, again the score for recommending their team as a good place to work remains unchanged from 2022 at 85.

The largest decline is in NHS 24 where recommendation of the organisation has decreased by 4 points from 75 to 71. Again the score for recommending their team as a good place to work remains unchanged from 2022 at 85.

	I would recommend my organisation as a good place to work			I would recommend my team as a good one to be a part of		
	2022	2023	Movement from 2022	2022	2023	Movement from 2022
Health and Social Care	**74**	**75**	**+1**	**84**	**85**	**+1**
National Boards (Patient-facing)						
NHS Golden Jubilee	73	76	+3	83	84	+1
NHS 24	75	71	-4	85	85	0
Scottish Ambulance Service	66	66	0	81	80	-1
The State Hospital	68	71	+3	85	86	+1
National Boards (Support)						
Healthcare Improvement Scotland	83	81	-2	87	87	0
NHS Education for Scotland	88	87	-1	91	91	0
NHS National Services Scotland	79	78	-1	85	86	+1
Public Health Scotland	74	75	+1	83	83	0
Geographic Boards						
NHS Ayrshire & Arran	75	77	+2	85	86	+1
NHS Borders	72	74	+2	84	84	0
NHS Dumfries & Galloway	74	75	+1	83	83	0
NHS Fife	74	76	+2	84	85	+1
NHS Forth Valley	73	73	0	84	85	+1
NHS Grampian	75	77	+2	84	85	+1
NHS Greater Glasgow and Clyde	73	75	+2	84	85	+1
NHS Highland	73	73	0	83	84	+1
NHS Lanarkshire	76	76	0	86	86	0
NHS Lothian	73	75	+2	84	86	+2
NHS Orkney	69	70	+1	80	81	+1
NHS Shetland	78	78	0	85	86	+1
NHS Tayside	75	75	0	85	85	0
NHS Western Isles	71	76	+5	82	85	+3

Staff Groupings

Recommendation of the team is quite consistent across staff groupings, while recommendation of the organisation varies more. Ambulance Services are the least likely to recommend their organisation and Senior Managers the most likely.

The smaller variation in scores for team recommendation likely reflects the closer connection that staff may typically feel towards their immediate colleagues, rather than the more remote relationships and variable familiarity they may have with the wider organisation.

	I would recommend my organisation as a good place to work	I would recommend my team as a good one to be a part of
Health & Social Care	**75**	**85**
NHSScotland Employees	75	85
Administrative Services	79	85
Allied Health Profession	75	86
Ambulance Services	66	80
Health Science Services	73	80
Medical & Dental	72	84
Medical & Dental Support	77	84
Nursing & Midwifery	74	86
Other Therapeutic	75	86
Personal & Social Care	77	84
Senior Managers	81	88
Support Services	75	80
Local Authority Employees	**77**	**85**
Adult Services	77	85
Business Services	81	87
Children's Services	77	87
Criminal Justice	78	87
Older People Services	75	84
Senior Managers	84	88
Strategic Development	83	89

Patient Services

Illustrating the link between iMatter and patient care, the survey asks staff to say whether they 'would be happy for a friend or relative to access services within my organisation'. This measure has increased by 1 point from 2022 and has now returned to the pre-pandemic level.

Patient Services	2017	2018	2019	2021	2022	2023	Movement 2023 - 2022
I would be happy for a friend or relative to access services within my organisation	78	78	78	77	77	78	+1

Two-thirds of staff agree or agree strongly (Strive & Celebrate) with the statement and only 7% disagree or disagree strongly (Focus to Improve).

Strive & Celebrate (67 – 100)	Monitor to Further Improve (51 – 66)	Improve to Monitor (34 – 50)	Focus to Improve (0 – 33)
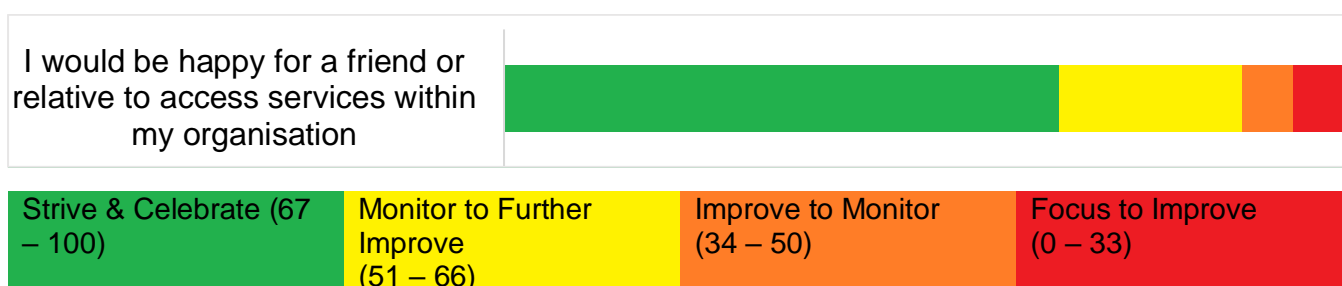
	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I would be happy for a friend or relative to access services within my organisation	65%	22%	6%	7%

Several Team Stories refer to actions taken that look to improve the patient experience:

"Initially during COVID we were keen to explore the experience of clients using the counselling service, particularly as we moved from face to face to telephone appointments. We did this through a short survey, which we circulated to clients. The feedback was positive, and gave us reassurance that we were still providing a supportive and person-centre service during COVID.

As we moved back to more face to face consultations, our team suggested we expand the survey to allow us to explore ways in which we could celebrate great work, review the service we provide and identify any opportunities for improvement."

Counselling Team, NHS Greater Glasgow and Clyde

The Macmillan One to One Team provide ongoing support and information to people affected by cancer by completing a Holistic Needs Assessment (HNA). They then signpost or refer on to appropriate services with the main purpose of giving people the right tools and support they need to be able to self manage. The Coffee Drop In events have allowed us to support people in a different way, effectively moving them on to find another meaningful way of being able to 'self manage'. We invite other healthcare professionals to attend the events, such as Macmillan Money Matters, Macmillan Move More, Macmillan Buddy Service, Oral Health, and they all find the experience unique and uplifting."

Macmillan One to One Team, NHS Forth Valley

"We offer short term (4-6 sessions) holistic assessments and interventions that are aimed at providing self-management strategies for anyone experiencing physical health difficulties/mental health difficulties, or quite often, both physical and mental health difficulties.

In the first year:

- 100 % of patients reported they would access OT support again

- 96% of patients reported that they felt OT was easy to access and that they were seen in a reasonable timescale.

The team were also fortunate enough to be finalists in two categories at the Ayrshire Achieves Awards 2023, placing in the top three out of 126 nominations"

HSCP South NHS Ayrshire & Arran

Boards

Geographic Boards typically see either no change or a movement of +/- 1 point. The exception is NHS Western Isles where there has been a 4 point increase from 76 in 2022 to 80 in 2023. Three of the four Patient-facing National Boards have increased their score, only NHS 24 has declined. In contrast, three of the four Support Boards scores have declined and Public Health Scotland has remained unchanged.

I would be happy for a friend or relative to access services within my organisation	2022	2023	Movement from 2022
Health and Social Care	**77**	**78**	**+1**
National Boards (Patient-facing)			
NHS Golden Jubilee	80	82	+2
NHS 24	81	79	-2
Scottish Ambulance Service	71	72	+1
The State Hospital	67	69	+2
National Boards (Support)			
Healthcare Improvement Scotland	84	82	-2
NHS Education for Scotland	89	88	-1
NHS National Services Scotland	81	80	-1
Public Health Scotland	77	77	0
Geographic Boards			
NHS Ayrshire & Arran	77	78	+1
NHS Borders	75	75	0
NHS Dumfries & Galloway	76	77	+1
NHS Fife	76	77	+1
NHS Forth Valley	75	74	-1
NHS Grampian	78	79	+1
NHS Greater Glasgow and Clyde	76	77	+1
NHS Highland	75	75	0
NHS Lanarkshire	78	78	0
NHS Lothian	77	78	+1
NHS Orkney	73	72	-1
NHS Shetland	82	82	0
NHS Tayside	78	78	0
NHS Western Isles	76	80	+4

Staff Groupings

Scores across staff groupings range from 71 among Ambulance Services to 85 among Local Authority Senior Managers. Scores have increased from 2022 by one point across many of the patient-facing staff groupings.

I would be happy for a friend or relative to access services within my organisation	2022	2023	Movement from 2022
Health & Social Care	**77**	**78**	**+1**
NHS Scotland Employees	**77**	**77**	**0**
Administrative Services	80	80	0
Allied Health Profession	77	77	0
Ambulance Services	70	71	+1
Health Science Services	78	77	-1
Medical & Dental	76	76	0
Medical & Dental Support	80	81	+1
Nursing & Midwifery	75	76	+1
Other Therapeutic	78	78	0
Personal & Social Care	79	79	0
Senior Managers	84	83	-1
Support Services	76	76	0
Local Authority Employees	**77**	**78**	**+1**
Adult Services	77	78	+1
Business Services	81	82	+1
Children's Services	76	77	+1
Criminal Justice	78	78	0
Older People Services	77	78	+1
Senior Managers	84	85	+1
Strategic Development	81	83	+2

Raising Concerns

Two additional questions are included in the 2023 questionnaire covering how staff feel about raising concerns. The full question wording can be found in Appendix 3. These questions are not included within the EEI calculation of the Staff Governance Strand Scores.

The questions were not compulsory within the questionnaire, however 98% of staff completing the iMatter questionnaire answered them.

	Number of staff responding	Percentage
Staff completing iMatter survey	118,376	
I am confident that I can safely raise concerns about issues in my workplace	116,317	98%
I am confident that my concerns will be followed up and responded to	116,041	98%

The scores have been calculated using the same method as used for iMatter score calculations.[18]

	2023
I am confident that I can safely raise concerns about issues in my workplace	79
I am confident that my concerns will be followed up and responded to	74

Safely raising concerns with a score of 79 is 2 points above the EEI. It is in line with how staff feel about how performance is managed and is 2 points above the score given for confidence around ideas and suggestions being listened to. Concerns being followed up on with a score of 74 is 5 points below the EEI. It is one point above ideas being acted on and being involved in decisions.

71% of staff agree or agree strongly that they are confident to safely raise any concerns they have. Over half of staff (57%) agree or agree strongly that they are confident their concerns will be responded to.

	Strongly Agree/ Agree	Slightly Agree	Slightly Disagree	Disagree/ Disagree Strongly
I am confident that I can safely raise concerns about issues in my workplace	71%	16%	5%	8%
I am confident that my concerns will be followed up and responded to	57%	22%	9%	12%

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[18] Scores are calculated based on the number of responses for each point on the scale (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). These scores are added together and divided by the overall number of responses to give the score to show level of engagement.

Boards

There is variation in scores across the Boards. NHS Education for Scotland has the highest scores for both measures and Scottish Ambulance Service the lowest.

For most Boards the difference between the two scores is typically 5 or 6 points. The notable exceptions to this are:

- NHS Orkney where confidence that concerns will be followed up is 10 points lower (65) than being confident to raise concerns (75)
- Scottish Ambulance Service where the difference is 8 points (70 and 62)
- NHS Education for Scotland where the difference is only 3 points (86 and 83)

Board	I am confident that I can safely raise concerns about issues in my workplace	I am confident that my concerns will be followed up and responded to	Difference (points)
Health & Social Care	**79**	**74**	**5**
National Boards (Patient-facing)			
Golden Jubilee	77	71	6
Scottish Ambulance Service	70	62	8
NHS 24	74	68	6
The State Hospital	73	67	6
National Boards (Support)			
Healthcare Improvement Scotland	81	75	6
Public Health Scotland	77	70	7
NHS Education for Scotland	86	83	3
National Services Scotland	80	75	5
Geographic Boards			
NHS Ayrshire & Arran	81	76	5
NHS Borders	80	73	7
NHS Dumfries & Galloway	77	71	6
NHS Fife	80	75	5
NHS Forth Valley	79	73	6
NHS Grampian	80	75	5
NHS Greater Glasgow and Clyde	80	74	6
NHS Highland	78	72	6
NHS Lanarkshire	81	76	5
NHS Lothian	80	74	6
NHS Orkney	75	65	10
NHS Shetland	82	76	6
NHS Tayside	80	74	6
NHS Western Isles	77	73	4

NHS Orkney were already aware of challenges in this area and have actions in place to address staff feedback. The recency of their introduction means that the impact has yet to be seen in iMatter:

"The feedback we receive from staff is that they are less confident and indeed in many cases frustrated that we do not consistently listen, act and close the loop when staff do speak up or raise concerns/share ideas and this remains a key area of improvement in the year to come. There are many examples already of things changing in real-time in response to feedback so the loop is closed and recognising that in turn, we will inspire confidence from our staff and teams that their concerns are listened to, taken seriously, and acted upon, resulting in positive change and improvements."

NHS Orkney, Chief Executive

Staff Groupings

Ambulance Services Staff are the least confident that their concerns will be followed up with a score of 61. Local Authority Senior Managers and Strategic Development score highest for the two measures and for both Staff Groupings the gap is only 3 points.

Among staff groupings the biggest difference between the two ratings is seen among Ambulance Services (9 points), followed by Health Science Services and Medical & Dental (both 8 points).

	I am confident that I can safely raise concerns about issues in my workplace	I am confident that my concerns will be followed up and responded to	Difference (points)
Health & Social Care	**79**	**74**	**5**
NHS Scotland Employees	**79**	**73**	**6**
Administrative Services	80	75	5
Allied Health Profession	80	74	6
Ambulance Services	70	61	9
Health Science Services	77	69	8
Medical & Dental	79	71	8
Medical & Dental Support	78	73	5
Nursing & Midwifery	79	73	6
Other Therapeutic	80	75	5
Personal & Social Care	81	76	5
Senior Managers	86	81	5
Support Services	77	71	6
Local Authority Employees	**82**	**77**	**5**
Adult Services	82	76	6
Business Services	83	79	4
Children's Services	81	76	5
Criminal Justice	82	78	6
Older People Services	81	76	5
Senior Managers	87	84	3
Strategic Development	86	83	3

Relationship to EEI components

The way in which staff answer the two questions on raising concerns aligns with the way in which other questions are answered. The questions where the strongest statistical correlation is seen are those that relate to being heard, involved and valued:

- I am confident my ideas and suggestions are listened to
- I am confident my ideas and suggestion are acted upon
- I feel involved in decisions relating to my job
- I am treated fairly and consistently
- I feel involved in decisions relating to my team
- I am confident performance is managed well within my organisation

For example, if Staff 'strongly agree' that they can safely raise concerns they will be very likely to also say they strongly agree that they are confident that their ideas and suggestions will be listened to.

Overall Experience

The overall experience question has improved by 0.1 points from 2022 to 7.0 this year. This is the highest overall experience score achieved since iMatter started in 2018.

Year	Please tell us how you feel about your overall experience of working for your organisation from a scale of 0 to 10 Mean Score	Movement from Previous iMatter Survey (points)
2023	7.0	+0.1
2022	6.9	+0.1
2021	6.8	-0.1
2019	6.9	+0.1
2018	6.8	

Almost a quarter of staff (24%) score their overall experience 9 or 10 out of 10. 10% of staff rate their experience as 4 or less out of 10.

There is a small increase in the percentage of staff scoring 7, 8 and 10 from last year, with a reduction in those scoring 2, 3, 4 or 5

Score	Percentage of staff 2022	Percentage of staff 2023	Movement from 2022
0 Very Poor Experience	1%	1%	0
1	1%	1%	0
2	2%	1%	-1
3	4%	3%	-1
4	5%	4%	-1
5	12%	11%	-1
6	12%	12%	0
7	21%	22%	+1
8	19%	21%	+2
9	11%	11%	0
10 Very Good Experience	12%	13%	+1

Overall Experience within Boards

The table following shows the Overall Experience score for each Board and how it has changed from 2022. NHS Education for Scotland has the highest Overall Experience score (8.2) and Scottish Ambulance Service the lowest (6.2). Most Boards have increased their Overall Experience score from 2022. NHS 24, Healthcare Improvement Scotland and NHS Education for Scotland have declined from last year.

The largest increase is NHS Western Isles up 0.4 from 6.7 in 2022 to 7.1 in 2023

Overall Experience	2017	2018	2019	2021	2022	2023	Movement from 2022
Health and Social Care	**6.7**	**6.8**	**6.9**	**6.8**	**6.9**	**7.0**	**+0.1**
National Boards (Patient-facing)							
NHS Golden Jubilee	7.5	7.4	7.4	6.5	6.8	7.1	+0.3
NHS 24	6.8	6.9	7.2	6.7	6.9	6.6	-0.3
Scottish Ambulance Service	5.9	6.1	NR	5.9	6.1	6.2	+0.1
The State Hospital	6.8	6.9	6.9	6.4	6.6	6.7	+0.1
National Boards (Support)							
Healthcare Improvement Scotland	7.2	7.3	7.1	7.6	7.8	7.5	-0.3
NHS Education for Scotland	7.4	7.5	7.7	8.1	8.3	8.2	-0.1
NHS National Services Scotland	7.0	7.0	7.1	7.4	7.4	7.4	0
Public Health Scotland				7.0	6.8	6.9	+0.1
Geographic Boards							
NHS Ayrshire & Arran	6.9	NR	6.9	6.9	7.0	7.2	+0.2
NHS Borders	6.4	NR	NR	6.5	6.7	6.9	+0.2
NHS Dumfries & Galloway	6.7	NR	6.8	6.5	6.8	6.9	+0.1
NHS Fife	6.7	NR	6.9	6.8	6.8	7.0	+0.2
NHS Forth Valley	6.7	6.7	6.8	6.6	6.8	6.8	0
NHS Grampian	6.9	6.9	7.1	7.0	7.0	7.2	+0.2
NHS Greater Glasgow and Clyde	NR	NR	NR	6.7	6.8	7.0	+0.2
NHS Highland	NR	NR	6.6	6.6	6.8	6.8	0
NHS Lanarkshire	6.9	7.0	7.1	6.9	7.0	7.1	+0.1
NHS Lothian	6.8	6.9	7.0	6.8	6.8	7.0	+0.2
NHS Orkney	6.5	6.7	6.9	6.2	6.4	6.4	0
NHS Shetland	7.0	NR	7.3	7.2	7.3	7.4	+0.1
NHS Tayside	6.5	NR	6.7	6.7	7.0	7.0	0
NHS Western Isles	NR	NR	NR	6.9	6.7	7.1	+0.4

Overall Experience within Staff Groupings

Local Authority staff score higher for overall experience than NHSScotland staff, with mean scores of 7.2 and 7.0 respectively. 28% of Local Authority staff rate their experience 9 or 10, compared to 23% of NHSScotland staff. In contrast. 30% of Local Authority staff rate their experience 6 or less, compared to 35% of NHSScotland staff.

Overall working within my organisation is a....

■NHSScotland ☐Local Authority

0 = Very Poor Experience and 10 = Very Good Experience
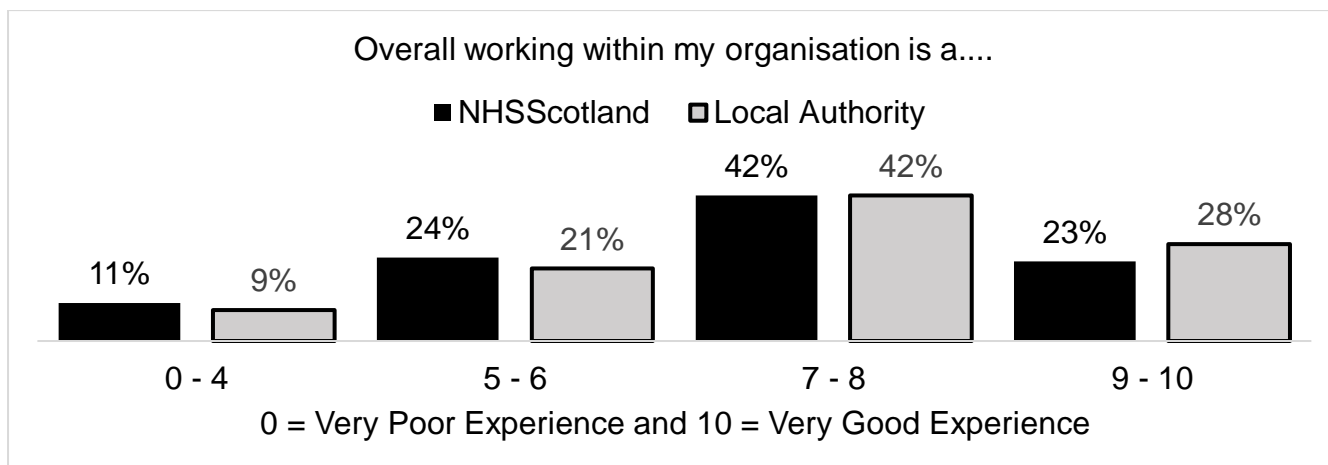
Among NHSScotland staff Senior Managers score highest (7.5) and Ambulance Services the lowest (6.1). The largest increase is among Nursing and Midwifery up 0.2 from 6.6 to 6.8, a compound increase of 0.4 since 2021.

Within Local Authority staff the Overall Experience Score has increased for all staff groupings. Senior Managers score highest (7.9), up 0.3 from 2022 and a compound increase of 0.6 since 2021. Adult, Children's and Older People Services all have the lowest score (7.2), but for Older People Services this is an increase of 0.3 from 2022.

Overall Experience (Mean Score)	2021	2022	2023	Difference 2023 – 2022
Health & Social Care	**6.8**	**6.9**	**7.0**	**+0.1**
NHS Scotland Employees	6.8	6.9	7.0	**+0.1**
Administrative Services	7.2	7.3	7.4	+0.1
Allied Health Profession	6.8	6.9	6.9	0
Ambulance Services	5.8	6.1	6.1	0
Health Science Services	6.8	6.8	6.8	0
Medical & Dental	6.6	6.6	6.7	+0.1
Medical & Dental Support	6.9	7.0	7.1	+0.1
Nursing & Midwifery	6.4	6.6	6.8	+0.2
Other Therapeutic	7.0	7.0	7.0	0
Personal & Social Care	7.3	7.3	7.3	0
Senior Managers	7.4	7.5	7.5	0
Support Services	7.0	7.0	7.1	+0.1
Local Authority Employees	**6.9**	**7.1**	**7.2**	**+0.1**
Adult Services	6.9	7.0	7.2	+0.2
Business Services	7.4	7.5	7.6	+0.1
Children's Services	7.1	7.0	7.2	+0.2
Criminal Justice	7.1	7.3	7.4	+0.1
Older People Services	6.8	6.9	7.2	+0.3
Senior Managers	7.3	7.6	7.9	+0.3
Strategic Development	7.3	7.5	7.7	+0.2

Action Plans

Action Plans are a vital part of the iMatter process, where staff feedback is reviewed and actions are agreed to address staff concerns and opportunities for improvement.

Across Health and Social Care there has been an increase of 8 pps in the proportion of teams completing Action Plans. The level of completion of Action Plans varies considerably across Boards. Among the National Boards, the highest percentage of teams completing Action Plans is 72%, achieved by NHS Golden Jubilee, an increase of 13 pps from 2022.

Teams completing an Action Plan	2017	2018	2019	2021	2022	2023	Movement from 2022
Health and Social Care	**43%**	**56%**	**58%**	**42%**	**47%**	**55%**	**+8**
National Boards (Patient-facing)							
NHS Golden Jubilee	63%	71%	52%	74%	59%	72%	+13
NHS 24	14%	66%	54%	58%	56%	62%	+6
Scottish Ambulance Service	72%	86%	82%	41%	62%	71%	+9
The State Hospital	78%	55%	79%	59%	65%	53%	-12
National Boards (Support)							
Healthcare Improvement Scotland	72%	89%	73%	44%	61%	53%	-8
NHS Education for Scotland	73%	82%	93%	83%	80%	83%	+2
Public Health Scotland				55%	85%	63%	-22
NHS National Services Scotland	78%	76%	88%	90%	90%	94%	+4
Geographic Boards							
NHS Ayrshire & Arran	54%	60%	55%	40%	49%	59%	+10
NHS Borders	26%	75%	70%	48%	44%	53%	+9
NHS Dumfries & Galloway	13%	46%	58%	20%	30%	44%	+14
NHS Fife	40%	42%	42%	52%	49%	67%	+18
NHS Forth Valley	26%	80%	72%	58%	58%	61%	+3
NHS Grampian	54%	49%	52%	37%	41%	46%	+5
NHS Greater Glasgow and Clyde	44%	50%	57%	49%	49%	55%	+6
NHS Highland	29%	48%	49%	10%	30%	28%	-2
NHS Lanarkshire	48%	67%	77%	50%	50%	66%	+16
NHS Lothian	33%	60%	57%	15%	42%	50%	+8
NHS Orkney	81%	81%	70%	55%	39%	58%	+19
NHS Shetland	14%	45%	41%	36%	27%	41%	+14
NHS Tayside	39%	41%	47%	54%	42%	47%	+5
NHS Western Isles	12%	14%	13%	31%	31%	59%	+28

Within the Geographic Boards, the highest Action Plan completion is in NHS Fife (67%). This is an increase of 18 pps over 2022. 66% of teams in NHS Lanarkshire completed an Action Plan in 2023 an increase of 16 pps from 50% in 2022.
NHS Western Isles has nearly doubled the percentage of teams completing Action Plans, from 31% in 2022 to 59% in 2023 (+28 pps).

NHS Fife has improved all three iMatter KPIs (Response Rate, EEI Score and Action Plan completion), with staff supported by an extensive iMatter eLearning programme, covering a wide range of topics across Employee Engagement, the importance of iMatter and the iMatter process.

"Providing Manager Action Planning information sessions (1 hour - online) to provide information on how to analyse team reports, facilitate the meeting and record the action plan. (we have now exceeded last years action plan recording figure within the 8-week period, with 2 weeks left to go)."
NHS Fife, iMatter Team

"Following the end of the 2022 cycle we met with a number of teams and individuals to understand their experience of iMatter and action planning. Taking into account our own review and this feedback for 2023 we:
1. Developed a Manager's Action Planning guide and promoted it and the importance of Action planning to managers regularly.
2. Engaged with Chief executive, Directors and senior leaders around the key messages to generate their support and influence.
3. Worked with managers to review Directorate structures (particularly in our Health and Social Care Partnership). This helped us manage and monitor the Team Confirmation and Action Planning stages more easily."
NHS Shetland, iMatter Team

"We continue to communicate with teams during each stage and provide ongoing support to new and existing managers to guide them through the processes which also resulted in 10% improvement from 2022 in completed team Action Plans within 8-weeks.

Another factor to consider for our Board improvement is that over the last couple of years we have consistency with our Board Administrators and because they have now been in the role for a while they are now more experienced/conversant in iMatter stages/processes."

NHS Ayrshire & Arran, iMatter Team

A Team Story from the Clyde Sector, NHS Greater Glasgow and Clyde, highlights improvement in action planning as part of the overall focus on iMatter:

"Across the Clyde sector, we have seen real benefits of using feedback from iMatter to improve our staff's experience. The big improvements in iMatter outcomes throughout 2022 demonstrate this, with an increased response to the questionnaire, an improved Employee Engagement score and a 7% increase in action planning.

Once we received our results, we quickly shared the information with staff, managers and partnership colleagues, and ensured two-way communication was at the heart of improvement."

Clyde Sector, NHS Greater Glasgow and Clyde

Three Boards have seen considerable decline in the Action Plan completion in 2023:

- Public Health Scotland has declined 22 pps from 85% to 63%
- The State Hospital has declined 12 pps from 65% to 53%
- Healthcare Improvement Scotland has declined 8 pps from 61% to 53%

NHS Highland acknowledge that percentage of teams preparing action plans is low and that there is still work to be done. At 28% it is the lowest of all geographic Boards by a margin of at least 13 pps. It is also the only Geographical Board to have shown a decline (2 pps) in the proportion of teams completing Action Plans from 2022 to 2023.A plan is in place in NHS Highland to encourage greater levels of staff engagement with iMatter:

Through the Together We Care Strategy 2022-2027 and associated Annual Delivery Plan(s) we will be increasing our focus on all aspects of engagement and are currently actively inviting colleagues from across the organisation to join our Listening and Learning Panel and to contribute to our Colleague Engagement workstreams.

We will be refreshing our iMatter guidance and support to managers and staff in preparation for iMatter 2024 and will continue to contribute to local and national iMatter Op Leads networks.
NHS Highland, iMatter Team

Appendix 1: iMatter Survey Method

The process for distributing the iMatter questionnaire begins with a team confirmation period. Managers (at individual team level) were required to confirm their teams to ensure accuracy and that respondent information is updated. This was conducted for a period of 4 weeks where managers are required to remove any staff who have left the team, exclude staff who will not be available during the questionnaire stage and add any new staff that have joined the team.

Once this process was completed, the online questionnaire was issued to all respondents with an email or mobile telephone number entered on the system and remained open for a period of 3 weeks. The paper version was also available to be printed and distributed on the same day, with the deadline to receive paper copies set for 1 week after the questionnaire closing date. All paper responses received within the deadline were also input within 1 week of the receipt deadline. Reminders were issued each week over the 3-week period.

Week Number	Action
1	Managers confirm team details to ensure accurate respondent information:
2	- remove staff who have left
3	- exclude staff who will not be available during fieldwork
4	- add new staff
5	Fieldwork window:
6	- email electronic questionnaire/print & distribute paper version/send SMS invitations
7	- reminders issued each week to non-responders
8	Additional week for Webropol Ltd to receive paper responses
9	All response data input to system

The iMatter questionnaire and data collection process was undertaken by Webropol Ltd, an independent company, to ensure full anonymity for the respondents. All processes have been fully assessed to ensure compliance with General Data Protection Regulation (GDPR) Principles. In order to keep the reports within small teams of 4 or less anonymous, the response rate for team reports to be published must be 100%. The reports are published at team level and available to that team only. The response data contained in team reports informs reports at both Directorate and Organisational level and sub-directorate level where appropriate.

Return to Main Report

Appendix 2: Health & Social Care Partnership Staff Participating in iMatter 2023

Health Board	H & SCP	Number of social care staff	Number of health care staff
NHS Ayrshire & Arran	East Ayrshire	1,522	1,186
NHS Ayrshire & Arran	North Ayrshire	1,687	1,890
NHS Ayrshire & Arran	South Ayrshire	996	795
NHS Borders	Borders	745	1,258
NHS Dumfries & Galloway	Dumfries & Galloway	826	3,572
NHS Fife	Fife	2,316	3,669
NHS Forth Valley	Clackmannanshire & Stirling	43	1,039
NHS Forth Valley	Falkirk	627	699
NHS Grampian	Aberdeen City	193	4,136
NHS Grampian	Aberdeenshire HSCP	2,540	1,738
NHS Grampian	Dr Grays & Moray HSCP	886	1,432
NHS Greater Glasgow and Clyde	Inverclyde HSCP	1039	565
NHS Greater Glasgow and Clyde	Renfrewshire HSCP	1050	1,307
NHS Greater Glasgow and Clyde	West Dunbartonshire HSCP	1,296	835
NHS Greater Glasgow and Clyde	East Dunbartonshire HSCP	551	354
NHS Greater Glasgow and Clyde	East Renfrewshire HSCP	671	470
NHS Greater Glasgow and Clyde	Glasgow City HSCP	5,291	7,149
NHS Highland	Argyll and Bute	835	1,302
NHS Lanarkshire	North Lanarkshire	821	2,983
NHS Lanarkshire	Sourh Lanarkshire	657	1,952
NHS Lothian	East Lothian	564	938
NHS Lothian	Edinburgh	1,274	2,423
NHS Lothian	Midlothian	610	739
NHS Lothian	West Lothian	810	994
NHS Shetland	Shetland	756	292
NHS Orkney	Orkney	869	260
NHS Tayside	Angus	778	979
NHS Tayside	Dundee	914	1,911
NHS Tayside	Perth	565	1,063
Total		**29,643**	**47,365**

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Appendix 3: iMatter 2023 Questionnaire

NHS Scotland is committed to improving the experience of those we provide care for through enhancing our "Staff Experience". The iMatter Staff Experience Continuous Improvement Model aims to deliver ways of engaging staff which feel right for you at every level and introduce new opportunities where you can feedback your experiences, in your teams, in a real-time basis.

The questionnaire should take no longer than 10 minutes to complete. Please answer as fully as possible by clicking the relevant buttons for each option. The "About You" questions are optional, but all others need to be answered in order to submit your response. If you are completing the questionnaire online you must select the submit button at the end of the questionnaire.

This is an anonymous survey, all answers collected will be treated with the utmost confidentiality.

You will receive your team result and will be encouraged to take the opportunity to develop actions plans and solutions for continuous improvement as well as to share your successes through the Staff experience stories.

Thank you for your time and participation.

Please answer each question using one tick

For the purpose of this questionnaire, My/I refers to you and your experience as an individual. Thinking of your experience in the 12 months please tell us if you agree or disagree with the following statements:

Strongly Agree
Agree
Slightly Agree
Slightly Disagree
Disagree
Strongly Disagree

I am clear about my duties and responsibilities
I get the information I need to do my job well
I am given the time and resources to support my learning growth
I have sufficient support to do my job well
I am confident my ideas and suggestions are listened to
I am confident my ideas and suggestion are acted upon
I feel involved in decisions relating to my job
I am treated with dignity & respect as an individual
I am treated fairly and consistently
I get enough helpful feedback on how well I do my work
I feel appreciated for the work I do
My work gives me a sense of achievement

My Team/My Direct Line Manager   Please answer each question using one tick

For the purposes of this questionnaire, Direct Line Manager refers to the person who has overall responsibility for your team, this person has been named in the cover email.

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:

Strongly Agree
Agree
Slightly Agree
Slightly Disagree
Disagree
Strongly Disagree

I feel my direct line manager cares about my health & well-being
My direct line manager is sufficiently approachable
I have confidence & trust in my direct line manager
I feel involved in decisions relating to my team
I am confident performance is managed well within my team
My team works well together
I would recommend my team as a good one to be a part of

My Organisation   Please answer each question using one tick.
- My Organisation refers to the NHS Board/Heath & Social Care Partnership you are part of.
- Board/Health & Social Care Partnership members refers to:
- Directors/Chief Officer, Executives
- Non-Executives & the Chief Executive of your NHS Board/HSCP (the people who make the high level decisions in your organisation)

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:

Strongly Agree
Agree
Slightly Agree
Slightly Disagree
Disagree
Strongly Disagree

I understand how my role contributes to the goals of my organisation
I feel my organisation cares about my health & wellbeing
I feel that board members who are responsible for my organisation are sufficiently visible
I have confidence & trust in Board members who are responsible for my organisation
I feel sufficiently involved in decisions relating to my organisation
I am confident performance is managed well within my organisation
I get the help & support I need from other teams and services within the organisation to do my job
I would recommend my organisation as a good place to work
I would be happy for a friend or relative to access services within my organisation

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): *

Overall working within my organisation is a…….
0 Very Poor Experience
1
2
3
4
5
6
7
8
9
10 Very Good Experience

Raising Concerns

We are including the following statements in order to understand how staff feel about raising concerns in the workplace. It is **not** mandatory to respond to these statements, but it will help us to improve the experience staff have at work.

These will be reported at Directorate and Board level only, not individual team level and we will not look at any groups with less than 10 people in them.   This is to make sure your response cannot be attributed to you.

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

- I am confident that I can safely raise concerns about issues in my workplace.
- I am confident that my concerns will be followed up and responded to.

About You
We are asking the following questions in order that we can understand more about the profile of staff taking part in iMatter. It is NOT mandatory to answer these questions, but it will help us greatly if you do. The answers to these questions will be used in the following ways:
- To profile staff at a National, Board, Staff Grouping level
- To explore the relationship between staff profile and staff experience

Your anonymity is important to us and so we will not look at any groups with less than 10 people in them.
Please refer to Privacy Notice for information on how this data may be used.

Staff Grouping
Which staff group do you belong to? (please select the group that reflects your main role)
        NHSScotland Employees
        Local Authority Employees

Which staff group do you belong to? (NHSScotland staff only)
	Administrative Services (Finance, HR, IT, call handler, office and patient services
	Allied Health Profession
	Ambulance Services
	Health Science Services
	Medical and Dental
	Medical and Dental Support (physicians assistant, theatre services, operating dept, dental technician, hygienist, dental and orthodontist therapist, oral health)
	Nursing and Midwifery
	Other Therapeutic (Optometry, pharmacy, psychology, genetic counselling.)
	Personal and Social Care
	Senior Managers (Executive grades, senior manager pay band)
	Support Services (Catering, domestic, portering, estates and facilities, security, laundry, transport, sterile services.)

Which staff group do you belong to? (local authority staff only)
	Adult Services
	Business Services (Business Improvement, Support Services, Information Systems, Finance and Administration)
	Children's Services
	Criminal Justice
	Older People Services
	Senior Managers
	Strategic Development

As employers we are committed to ensuring all staff are treated fairly. It is important therefore for us to understand how the pandemic has impacted everyone in our organisations. This section helps your employer to look for any trends or patterns which might be cause for concern. Your response will not be tracked back to you. You can choose to answer all of these questions or only some of them.

What was your age at your last birthday?

What is your sex?
Male
Female

Do you consider yourself to be trans, or have a trans history?
Trans is a term used to describe people whose gender is not the same as the sex they were registered at birth
	No
	Yes, please describe your trans status (for example, non-binary trans man, trans woman

What is your legal marital or registered civil partnership status?
	Never married and never registered in a civil partnership
	Married
	In a registered civil partnership
	Separated, but still legally married
	Separated, but still legally in a civil partnership
	Divorced
	Formerly in a civil partnership which is now legally dissolved

Widowed
Surviving partner from a civil partnership

Which of the following best describes your sexual orientation?
Straight/Heterosexual
Gay or Lesbian
Bisexual
Prefer to self-describe, please write in:

Disability: The Equality Act 2010 describes a disabled person as: '...anyone who has a physical, sensory or mental impairment, which has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities'.
Do you consider yourself to be disabled within the definition of the Equality Act 2010?
Yes
No

Do you have any of the following, which have lasted, or are expected to last, at least 12 months?

Deafness or partial hearing loss
Blindness or partial sight loss
Full or partial loss of voice or difficulty speaking (a condition which requires you to use equipment to speak)
Learning disability (a condition that you have had since childhood that affects the way you learn, understand information and communicate)
Learning difficulty (a specific learning condition that affects the way you learn and process information)
Developmental disorder (a condition that you have had since childhood which affects motor, cognitive, social and
emotional skills, and speech and language)
Physical disability (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying
Mental health condition (a condition that affects your emotional, physical and mental wellbeing)
Long-term illness, disease or condition (a condition, not listed above, that you may have for life, which may be managed with treatment or medication)
Other condition, please write in:
No condition

Have you been on maternity/parental or shared parental leave in the past 12 months?
Yes
No

What religion, religious denomination or body do you belong to?
None
Church of Scotland
Roman Catholic
Other Christian, please write in:
Muslim, write in denomination:
Hindu
Buddhist
Sikh

Jewish
Pagan
Another religion or body, please write in:

What is your ethnic group?
White
Mixed or multiple ethnic group
Asian, Scottish Asian or British Asian
African, Scottish African or British African
Caribbean or Black
Other ethnic group

White
Scottish
Other British
Irish
Polish
Gypsy / Traveller
Roma
Showman / Showwoman
Other which ethnic group, please write in:

Mixed or multiple ethnic groups
Any mixed or multiple ethnic groups, please write in:

Asian, Scottish Asian or British Asian
Pakistani, Scottish Pakistani or British Pakistani
Indian, Scottish Indian or British Indian
Bangladeshi, Scottish Bangladeshi or British Bangladeshi
Chinese, Scottish Chinese or British Chinese
Other, please write in:

African, Scottish Africa or British African
Please write in (for example, NIGERIAN, SOMALI):

Caribbean or Black
Please write in (for example, SCOTTISH CARIBBEAN, BLACK SCOTTISH):

Other ethnic group
Arab, Scottish Arab or British Arab
Other, please write in (for example, SIKH, JEWISH):

Appendix 4: Board Descriptions

National Boards each have very different remits and structures, some are patient-facing while others provide support services. These short descriptions are provided as an overview of each Board along with a link to their website where further information can be found:

NHS Golden Jubilee

"NHS Golden Jubilee has a national portfolio which includes the Golden Jubilee University National Hospital, NHS Scotland Academy, national Centre for Sustainable Delivery, Golden Jubilee Research Institute and Golden Jubilee Conference Hotel. Set in a modern, purpose-built environment the facility combines a top quality hospital with hotel, and conference facilities and centres for research, clinical skills and innovation. This integrated approach, with a focus on continuous learning and strong links to academia and industry, creates a crucible for innovation and a vibrant network for the spread of learning and best practice."

Please click here to visit the website for NHS Golden Jubilee or visit
https://www.nhsgoldenjubilee.co.uk/

Scottish Ambulance Service

"The Scottish Ambulance Service is on the frontline of the NHS, despatching immediate medical assistance or clinical advice to over 5 million people across Scotland. Our aim is to offer the highest level of care to our patients as we preserve life and promote recovery, with our skilled workforce bringing care and compassion to those who need it most.

We provide ambulance care to patients who need support to reach their healthcare appointment, or for their admission to and discharge from hospital, due to their medical or clinical needs. We also transfer some of Scotland's most serious patients and support the ongoing response to the COVID 19 pandemic through our Mobile Testing Units."

Please click here to visit the website for Scottish Ambulance Service or visit
https://www.scottishambulance.com/

NHS 24

"NHS 24 services include:
- 111 If you need urgent health advice when your GP Practice or Dental Surgery is closed
- NHS inform is Scotland's health information service. It offers quality assured health and care information via a website and phone service
- Breathing Space is a free phone service for anyone in Scotland feeling low, anxious or depressed
- Our self-help guides give guidance on some of the common things people call us about
- Quit Your Way Scotland is an advice and support service for anyone trying to stop smoking in Scotland
- Care Information Scotland provides access to quality-assured information on caring for adults in Scotland
- A free phone service for adults experiencing low mood, mild to moderate depression or anxiety

Please click here to visit the website for NHS 24 or visit https://www.nhs24.scot/

NHS Education for Scotland

"NHS Education for Scotland (NES) is an education and training body and a national health board within NHS Scotland. We are responsible for developing and delivering healthcare education and training for the NHS, health and social care sector and other public bodies. We have a Scotland-wide role in undergraduate, postgraduate and continuing professional development."

Please click here to visit the website for NHS Education for Scotland or visit
https://www.nes.scot.nhs.uk/

Healthcare Improvement Scotland
"The purpose of Healthcare Improvement Scotland is to enable the people of Scotland to experience the best quality of health and social care.
These are areas where we believe we can make the most impact and where we focus our efforts and resources.
- Enabling people to make informed decisions about their care and treatment
- Helping health and social care organisations to redesign and continuously improve services
- Provide evidence and share knowledge that enables people to get the best out of the services they use and helps services improve
- Provide quality assurance that gives people confidence in the services and supports providers to improve
- Making the best use of resources, we aim to ensure every pound invested in our work adds value to the care people receive

Please click here to visit the website for Healthcare Improvement Scotland or visit
https://www.healthcareimprovementscotland.org/

NHS National Services Scotland
"NSS supports customers to deliver their services more efficiently and effectively. We offer shared services on a national scale using best-in-class systems and standards. Our aim is to help our customers save money and free up resources so they can be re-invested into essential services. We also provide consultancy and support to help public bodies join up health and social care."
Please click here to visit the website for NHS National Services Scotland or visit
https://www.nss.nhs.scot/

The State Hospital
"Although The State Hospital shares the same values, aims and challenges as the rest of the NHS in Scotland, it is unique because it has the dual responsibility of caring for very ill, detained patients as well as protecting them, the public and staff from harm.
The State Hospital is one of four high secure hospitals in the UK. Located in South Lanarkshire in central Scotland, it is a national service for Scotland and Northern Ireland and one part of the pathway of care that should be available for those with secure care needs. The principal aim is to rehabilitate patients, ensuring safe transfer to appropriate lower levels of security."
Please click here to visit the website for The State Hospital or visit https://www.tsh.scot.nhs.uk/

Public Health Scotland

"Public Health Scotland is Scotland's lead national agency for improving and protecting the health and wellbeing of all of Scotland's people.
Our vision is for a Scotland where everybody thrives. Focusing on prevention and early intervention, we aim to increase healthy life expectancy and reduce premature mortality by responding to the wider determinants that impact on people's health and wellbeing. To do this, we use data, intelligence and a place-based approach to lead and deliver Scotland's public health priorities. We are jointly sponsored by COSLA and the Scottish Government and collaborate across the public and third sectors. We provide advice and support to local government and authorities in a professionally independent manner."
Please click here to visit the website for Public Health Scotland or visit
https://www.publichealthscotland.scot/
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Appendix 5: Team Stories

All team stories can be seen at iMatter Team Stories 2023. https://www.imatter.scot/imatter-stories-2023/

Organisation	Team Story
NHS Ayrshire & Arran	[Click here to see the story: Working Together OT](#)
NHS Ayrshire & Arran	[Click here to see the story: Public Protection Health Service](#)
NHS Ayrshire & Arran	[Click here to see the story: I used to have a fear of failure, not anymore](#)
NHS Ayrshire & Arran	[Click here to see the story: George Clooney Making Coffee](#)
NHS Ayrshire & Arran	[Click here to see the story: Evolving role of Quality Improvement in Health and Care Services](#)
NHS Fife	[Click here to see the story: Increasing Positivity!](#)
NHS Fife	[Click here to see the story: Creating a tree of knowledge](#)
NHS Forth Valley	[Click here to see the story: NHS Forth Valley Audiology](#)
NHS Forth Valley	[Click here to see the story: Macmillan One to One Team](#)
NHS Forth Valley	[Click here to see the story: Keep Well Team](#)
NHS Grampian	[Click here to see the story: Grounds Dept Bothy Refurbishment Team Story 2023](#)
NHS Greater Glasgow and Clyde	[Click here to see the story: Advance Nurse Practitioner Team – East Dunbartonshire HSCP](#)
NHS Greater Glasgow and Clyde	[Click here to see the story: Clyde Sector](#)
NHS Greater Glasgow and Clyde	[Click here to see the story: Wellbeing in East Renfrewshire HSCP](#)
NHS Greater Glasgow and Clyde	[Click here to see the story: Counselling team](#)
NHS Lanarkshire	[Click here to see the story: Learning & Organisational Development Team - All Together](#)

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Appendix 6: Statistical Notes

Significance Testing

Significance testing has been carried out on the iMatter data, to assess whether year to year movements in results are likely to be 'true', rather than 'chance'. Specifically, a series of t-tests have been used to examine the size of change needed to give us a very high level of confidence that a 'true' change has happened. The key element here is the number of responses – the larger the number of responses, the smaller the minimum change that can be deemed statistically significant (meaning that the change is highly likely to be 'true').

Overall Health and Social Care Level Data

- A change of 0.3, or even 0.2 at times, is significant across Health and Social Care as a whole. This generally means any change reported from 2021 to 2022 is likely to be a 'true' change

Board Level Data

The number of respondents (the achieved sample size) is key to the level of movement year on year that is significant. Therefore, for individual Boards, significant movements are:
- Boards with less than 800 responses per year: movements of 3 points are significant
- Boards with between 800 and 2,800 responses per year: movements of 2 points are significant
- Boards with over 2,800 responses per year: movements of 1 point are significant

As can be seen with the National data there are incidences where significant movements are not evident in data reported at whole integer level only. Occasionally there appears to be a movement in scores, but this is simply a result of rounding to whole integers and the difference is in fact, not significant. The following tables illustrate where this is the case.

Movements of 3pp are significant	Movements of 2pp are significant	Movements of 1pp are significant
Healthcare Improvement Scotland[19]	NHS Shetland	NHS National Services Scotland
NHS Western Isles	NHS 24	NHS Tayside
The State Hospital	NHS Golden Jubilee	NHS Grampian
	NHS Borders	NHS Lothian
	Public Health Scotland	NHS Greater Glasgow and Clyde
	NHS Orkney	Scottish Ambulance Service
	NHS Education for Scotland	NHS Forth Valley
		NHS Highland
		NHS Fife
		NHS Ayrshire & Arran
		NHS Lanarkshire
		NHS Dumfries & Galloway

The data in the iMatter 2023 Data file[20] shows that all movements in component scores are significant, even those that appear to show no movement when reported as integers.

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[19] It is noted that the movement in Health Improvement Scotland EEI score is rounded to 2 points from 82 to 80 and this is a fairly significant movement.
[20] iMatter 2023 Data File 'Significance Testing' tabs: 'EEI Score', 'Testing Components' and 'Boards'

Correlation Analysis
Correlation coefficients are used to measure how strong a relationship is between two variables. The Pearson correlation is also known as the "product moment correlation coefficient" (PMCC) or simply "correlation". The Pearson's correlation helps in measuring the strength and the existence of a linear relationship between the two variables and if the outcome is significant we conclude that the correlation exists.

Correlation analysis has been carried out on all 28 iMatter variables and the additional 'raising concerns' variables.

Generally, correlation is high within My Experience as an Individual, My Team/My Direct Line Manager and My Organisation themes, but is less strong across them. Elements within My Team have relatively low correlation with elements within My Organisation.

Several clusters exist with high levels of correlations across them, meaning that individuals typically score each statement in a similar or identical way:
Involvement
- I am confident my ideas and suggestions are listened to
- I am confident my ideas and suggestion are acted upon
- I feel involved in decisions relating to my job
- I feel involved in decisions relating to my team

Treatment
- I am treated with dignity and respect as an individual
- I am treated fairly and consistently

Line Manager
- My direct line manager is sufficiently approachable
- I have confidence and trust in my direct line manager
- I feel my direct line manager cares about my health and wellbeing

Team
- My team works well together
- I would recommend my team as a good one to be part of

Organisation
- I feel that board members who are responsible for my organisation are sufficiently visible
- I have confidence and trust in Board members who are responsible for my organisation
- I feel involved in decisions relating to my organisation
- I am confident performance is managed well within my organisation

Further details can be found in the iMatter 2023 Data file

Appendix 7: Response Volumes by Method

Response Data by Survey Method		2017	2018	2019	2021	2022	2023
Online Surveys	Volume issued	141,990	149,557	153,989	171,801	177,197	183,935
	Usable Responses	96,631	95,693	102,099	102,514	104,216	113,247
	Response Rate	68%	64%	66%	60%	59%	62%
Paper Surveys	Volume issued	30,597	28,062	25,464	18,965	15,516	12,702
	Usable Responses	11,599	8,561	9,413	3,842	3,047	3,060
	Response Rate	38%	31%	37%	20%	20%	24%
SMS Invitations	Volume issued	N/A	N/A	N/A	3,676	7,059	5,108
	Usable Responses	N/A	N/A	N/A	1,810	2,987	2,069
	Response Rate	N/A	N/A	N/A	49%	42%	41%

Method Effect on Response Rates

In order to ensure all staff have the opportunity to take part in iMatter, paper questionnaires are distributed to those without access to the online survey either by email or SMS.

All Boards sent email invitations. 18 Boards sent SMS invitations and 17 used paper surveys. 3 Boards only sent emails. They were Healthcare Improvement Scotland, NHS Education for Scotland and Public Health Scotland.

In 2023 91% of surveys were issued via email, 2pps higher than in 2022. 6% were issued on paper and 3% via SMS. The share of the responses received is 96% from email, 3% paper and 2% from SMS, reflecting the highest response rate being achieved via the email survey.

Health and Social Care 2022	Volume issued	% of Volume Issued	Usable Response Volume	% of Responses Received	Response Rate by Method
Email	183,935	91%	113,247	96%	62%
Paper	12,702	6%	3,060	3%	24%
SMS	5,108	3%	2,069	2%	41%
Total	201,745		118,376		59%

Full details of response rates by method for each Board are included within the iMatter 2023 Data file[21].

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[21] iMatter 2023 Data File 'Response Rate by Method' tab

The overall proportion of paper surveys issued has continued to drop from its highest level of 18% in 2017. Nine Boards reduced considerably the volume of paper surveys issued. However, two Boards (NHS Borders and NHS Dumfries & Galloway) issued a larger volume of paper surveys in 2023. In NHS Borders it appears this increase has come primarily through the HSCP using more paper surveys.

Overall, the volume of SMS invitations sent has reduced by 31% (1,951) in 2023. There are several Boards that sent far fewer SMS invitations than in 2022:
- NHS Greater Glasgow and Clyde sent 2,377 SMS invitations in 2023, a reduction of 41% from 2022.
- NHS Dumfries & Galloway sent 226 SMS invitations in 2023, a reduction of 31% from 2022.
- NHS Tayside sent 128 SMS invitations in 2023, a reduction of 61% from 2022.

NHS Golden Jubilee noted that they have used SMS previously where there was a lack of access to IT to allow completion of the emailed survey. This has been resolved this year with staff being given access to a computer in their work area.

In contrast several Boards increased the volume of SMS invitations sent considerably:
- NHS Lothian sent 837 SMS invitations in 2023, an increase of 45% over 2022.
- NHS Highland sent 172 SMS invitations in 2023, an increase of 43% over 2022.
- NHS Forth Valley sent 164 SMS invitations in 2023, an increase of 40% over 2022.
- NHS Grampian sent 150 SMS invitations in 2023, an increase of 90% over 2022.

NHS Greater Glasgow and Clyde reduced the volume of paper surveys and SMS invitations this year, through positive action to migrate more staff to the email survey, particularly within the HSCPs.

NHSGGC has an overall approach of shifting more of our staff onto digital means of completing the survey. In 2023, we particularly focused effort on areas of the organisation with traditionally larger numbers of paper responses and where staff had less access to NHSGGC email accounts, to move those staff onto SMS responses. This led to increases in 7 Directorates & HSCPs of the use of SMS by 966 additional staff overall, in those areas.

The reason we are showing an overall reduction though, is that in our largest HSCP, they were able to transition a large number of staff who traditionally used SMS onto email. This large number of staff previously using SMS migrating to email, reaped positive results in that HSCP with an overall increase in responses of 4% in that one area.

We'll continue to both monitor response levels by response method and engage with service areas and teams to ensure the most appropriate method is used to maintain positive staff engagement.
NHS Greater Glasgow and Clyde, iMatter Team

Scottish Ambulance Service sent very few SMS invitations in 2023, having sent over 400 in 2022. It is noted that most of those sent SMS invitations in 2022 were staff temporarily working in Mobile Testing Units, who at the time did not have regular access to email.

Unusable Responses

A prerequisite of iMatter is that the core iMatter questions are answered (staff grouping, raising concerns and demographic questions are optional). If there are any errors on the questionnaire, then it is not processed.

On the online survey unusable responses included:
- 2,878 staff who opened the link, started the survey but did not finish it
- 892 staff answered all the mandatory questions, but did not submit their survey

On the paper questionnaire it is not possible to monitor responses as they are being completed, and so it is only when returned questionnaires are processed that incomplete or incorrectly completed responses are identified.
Of the 12,701 paper surveys issued, 3,060 (24%) were input and a total of 980 (7%) were rejected for the reasons shown here.

Health and Social Care 2023	Volume	% of paper surveys sent
Paper Surveys Sent	12,702	
Responses Processed	3,060	24%
Responses Rejected	980	7%
Reasons for Rejection		
Partial Response	779	6%
Completion Errors	156	1%
Duplicate	3	<1%
Past Deadline	45	<1%

Of those with partial responses, 561 had not answered one question, 66 two questions and 117 three or more questions. 35 had not answered any questions.

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Appendix 8: Staff Experience Framework

Health Care Quality Strategy 2010 3 Quality Ambitions		Person Centred Safe Effective	
MacLeod Enablers/ Healthy Working Lives	**Staff Governance Standards**	**Staff Experience Components**	**KSF* Core Dimension**
Leadership	Well informed	Visible & consistent leadership	C1
		Sense of vision, purpose and values	C1
		Role clarity	C2
		Clear, appropriate and timeously communication	C1
Engaging Managers	Appropriately trained & developed	Learning and growth	C2
		Performance development and review	C2
		Access to time and resources	C2
		Recognition and rewards	C2
Employee Voice	Involved in decisions	Confidence and trust in management	C6
		Listened to and acted upon	C4
		Partnership working	C4
		Empowered to influence	C4
Integrity to the Values and Purpose	Treated fairly & consistently with dignity & respect, in an environment where diversity is valued	Valued as an individual	C6
		Effective team working	C5
		Consistent application of employment policy and procedures	C6
		Performance management	C5
Health and Wellbeing	Provided with a continuously improving & safe working environment, promoting the health and wellbeing of staff, patients and the wider community	Appropriate behaviours and supportive relationships	C6
		Job satisfaction	C5
		Assessing risk and monitoring work stress and workload	C3
		Health & wellbeing support	C3

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Appendix 9: Mapping Staff Governance Standard

iMatter Staff Experience Component	iMatter Questions	KSF*
SG1: Well Informed		
Visible & Consistent Leadership	My direct line manager is sufficiently approachable. I feel Board Members who are responsible for the wider organisation and are sufficiently visible.	C1
Sense of Vision, Purpose & Values	I understand how my role contributes to the goals of the organisation.	C1
Role Clarity	I am clear what my duties and responsibilities are.	C2
Clear, Appropriate & Timeously Communication	I get the information I need to do my job well.	C1
SG2: Appropriately Trained and Developed		
Learning & Growth	I am given the time and resources to support my learning and growth.	C2
Performance Development & Review	I get enough helpful feedback on how well I do my work.	C2
Access to Time & Resources	I have sufficient support to do my job well.	C2
Recognition & Rewards	I feel appreciated for the work I do.	C2
SG3: Involved in decisions		
Confidence & Trust in Management	I have confidence and trust in my direct line manager. I have confidence and trust in Board Members responsible for the wider organisation.	C6
Listened to & Acted Upon	I am confident my ideas and suggestions are listened to. I am confident my ideas and suggestions are acted upon.	C4
Partnership Working	I feel involved in decisions relating to my organisation.	C4
Empowered to Influence	I feel involved in decisions relating to my job. I feel involved in decisions relating to my team.	C4

SG4: Treated Fairly & Consistently, with Dignity & Respect, in an Environment where Diversity is Valued		
Valued as an Individual	I am treated with dignity and respect as an individual.	C8
Effective Team Working	My team works well together.	C5
Consistent Application of Employment Policy & Procedures	I am treated fairly and consistently.	C6
Performance Management	I am confident performance is managed well within my team. I am confident performance is managed well within my organisation.	C5
SG5: Provided with a Continuously Improving and Safe Working Environment, Promoting the Health and Wellbeing of Staff, Patients and the Wider Community		
Appropriate Behaviours & Supportive Relationships	I get the help and support I need from other teams and services within the organisation to do my job.	C6
Job Satisfaction	My work gives me a sense of achievement.	C5
Assessing Risk & Monitoring Work Stress & Workload	I feel my direct line manager cares about my health & wellbeing.	C3
Health & Wellbeing Support	I feel my organisation cares about my health & wellbeing.	C3

* KSF – Agenda for Change Knowledge Skills Framework

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Scottish Government
Riaghaltas na h-Alba

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Raising Concerns Report

NHS Shetland

Total number of respondents: 982

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

Number of respondents: 965

Average score

Statement	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Average score
I am confident that I can safely raise concerns about issues in my workplace.	32%	43%	15%				82
I am confident that my concerns will be followed up and responded to.	24%	39%	20%	8%	5%		76

● Strongly Agree ● Agree ● Slightly Agree ● Slightly Disagree ● Disagree ● Strongly Disagree