Report To:	Inverclyde Integration Joint Board	Date:	18 August 2016
Report By:	Brian Moore Corporate Director, (Chief Officer) Inverclyde Health and Social Care Partnership (HSCP)	Report No:	IJB/37/2016/HW
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Subject:	IMATTER UPDATE		

1.0 PURPOSE

1.1 The purpose of this report is to advise the Integration Joint Board on the implementation of the staff experience employee engagement tool 'iMatter' across Inverclyde Health & Social Care Partnership.

2.0 SUMMARY

2.1 iMatter is a new team-based employee engagement tool that is being rolled out nationally as part of the 2020 Workforce Vision to support a Healthy Organisational Culture in the NHS.

2.2 The online system is supplied by Webropol (a company from Finland), and the questions used in the model have been extensively validated to accurately measure employee engagement and produce an Employee Engagement Index (EEI) score. iMatter produces team level reports and allows key issues to be identified and improved upon.

2.3 The Scottish Workforce Governance Commitment expects that all areas of the NHS will have run at least one iMatter cycle by the end 2017. Inverclyde HSCP volunteered to be a pilot for the first roll-out within an integrated Partnership. At this point in time, Inverclyde is the only HSCP in Scotland to have rolled out iMatter.

3.0 RECOMMENDATIONS

3.1 The Integration Joint Board is requested to note the contents of this report.

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4.0 BACKGROUND

4.1 Feedback from both NHS and Council recent staff surveys highlighted that some staff felt disengaged. The results from the surveys highlighted that staff felt too removed from the findings, as the data was not specific to the daily operation of services at team level.

4.2 In addition, previous staff engagement sessions within Inverclyde had highlighted team development as a key issue with practice, opportunity and the need for development being variable between and across services. Feeling more empowered and involved in decision making at team level was identified as a desired objective.

4.3 Acknowledging this feedback from staff and recognising the connection to the HSCP Values and in particular those that state:

> *We will strive to do better by* building a competent, confident and valued workforce   and
> *We are accountable* and everyone is encouraged to make a positive contribution to service improvement and delivery, the decision was taken to volunteer to be the first integrated Partnership in Scotland to roll out the iMatter model of staff engagement.

5.0 THE IMATTER MODEL

5.1 The questionnaire itself consists of 29 questions: 12 questions about the employee's experience as an individual in their role; 7 about the employee's experience of their team and line manager; 9 about the employee's view of Inverclyde Partnership and one final question in which respondents are asked to rate their overall experience of working in Inverclyde HSCP in the past 12 months.

5.2 A team report is produced following completion of the questionnaires (response rate of minimum 60% required and 100% for teams with less than 5). The report shows line managers their overall team response rate, Employee Engagement Index (EEI) score, which is an average score of all questions, and an overview of responses to the questions answered, identifying key strengths and areas for improvement within the team.

5.3 Following receipt of the team report, line managers meet with teams to review and discuss the report and from there identify one team strength and up to three areas for improvement, which then provides an action plan and storyboard to take forward, updating progress on the system. The questionnaire and subsequent actions are then completed annually by each team.

6.0 PROCESS- There are 7 steps in the process. These are:

6.1 Preparation to clarify the reporting line for every member of staff and to raise understanding about iMatter and everyone's responsibility in the process.

6.2 Every Line Manager receives an account login to the iMatter system and confirms all staff that report to them.

6.3 The questionnaire is launched for all staff to complete electronically via email or on paper copy. Questionnaire results contribute to Team Reports.

6.4 Webropol (iMatter system contractor) completes the input of all data.

6.5 The Chief Officer accesses a summary report for the Partnership which contains the Employee Engagement Index (EEI) score and the summary scores for all questions.

6.6 Line Managers access their Team Reports, share these with their teams, agree improvement actions and generate their team's iMatter Storyboard.

6.7 All teams are required to update on the web-based system regarding their improvement action progress.

7.0 CURRENT POSITION

7.1 Team reports and a component report are now available for the HSCP.

7.2 Line managers are currently reviewing their individual team reports at team meetings with team members agreeing on actions for uploading onto action plans. This activity is to be completed by the end of July 2016. Action plans are to include three areas for improving upon and one to celebrate success.

7.3 Progress on agreed actions is to be updated into team action plans by the end of September 2016.

7.4 The cycle recommences in February 2017 with the learning from the initial roll out embedded into the anniversary process.

7.5 The Staff Partnership Forum has been a key partner in the successful implementation of the model.

8.0 CELEBRATING SUCCESS

8.1 The national lead for iMatter requested that Inverclyde's willingness to support the process be acknowledged and visible at The NHS Scotland Annual Event on 14th and 15th June.

8.2 In agreement with the Chief Officer, a film crew, commissioned by the national lead, visited Inverclyde HSCP on 18th May 2016 to film and interview staff on their progress to date and their hopes from this model of staff engagement.

8.3 At the NHS Scotland Event on 14th and 15th June, Inverclyde HSCP was represented by two team leaders and the aligned OD advisor. This involved facilitating a workshop session on the model. The film was shown at the outset of the session, and both days there were over 200 delegates in the workshop sessions.

8.4 Regular updates on iMatter are provided through all communication channels with inserts and updates within The Chief Officer's Brief. A link to access the film will shortly be made available to all staff.

8.5 A report on the key lessons learned from the implementation in Inverclyde has been shared with Partnership Chief Officers across the Greater Glasgow and Clyde area.

9.0 CONCLUSION

9.1 This 'People Management' approach focuses on empowering individuals and on engaging employees in the organisation's purpose. As it takes collective leadership to make the purpose achievable, it is therefore critical that leaders and teams work

together to help clarify how each team is contributing to the overarching vision and values of the HSCP.

9.2 By adopting the iMatter model of staff engagement in Inverclyde, the hope and expectation, based on research data, is that it will help staff feel more connected to the vision of Inverclyde HSCP of 'Improving Lives'.

10.0 RECOMMENDATIONS

10.1 The Integration Joint Board is asked to note the contents of this report.

11.0 IMPLICATIONS

Finance

11.1 There are no direct financial implications within this report.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs / (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From	Other Comments
N/A					

Legal

11.2 There are no specific legal implications arising from this report.

Human Resources

11.3 There are no specific human resources implications arising from this report.

Equalities

11.4 There are no equality issues within this report.

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
√	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

12.0 CONSULTATION

12.1 N/A

13.0 BACKGROUND PAPERS

13.1 N/A