



SWAG

**Scottish Workforce & Staff Governance Committee
Thursday 9 June 2016
Conference Room 1, Victoria Quay, Edinburgh
Minute**

Present:

<u>Name</u>	<u>Organisation</u>
Jane Anderson	Unison
Irene Clarke	Unite
Julie Collins (for Claire Ronald)	Chartered Society of Physiotherapy
Emma Currer	Royal College of Midwives
Joyce Davison	BMA
David Donaghey	Society of Chiropractors and Podiatrists
Stewart Donnelly	Royal College of Nursing
Anne Gent	NHS Highland (By Videoconference)
Anna Gilbert	Scottish Government
Donald Harley	BMA
Pauline Howie	Scottish Ambulance Service
Sharon Hutchins (for Rona King)	NHS Fife
Shirley Johnston	Unite
Gordon McKay	Unison
Gerry McLaughlin	NHS Health Scotland
Robin McNaught	The State Hospitals Board for Scotland
Jennifer Porteous	NHS Western Isles
Norman Provan (Chair)	Royal College of Nursing
Malcolm Summers	Scottish Government
Lyn Turner	Unite

In attendance:

<u>Name</u>	<u>Organisation</u>
Alison Carmichael	Scottish Government
Mary-Ross Davie	Royal College of Midwives
Stephanie Igoe	Scottish Government
Janice Lennen (Minute)	Scottish Government
Elizabeth Reilly	Scottish Government
Susan Russell	Scottish Government



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Apologies:

Name	Organisation
Lynne Douglas	NHS Lothian
Frances Elliot	The Scottish Association of Medical Directors
Gordon Jamieson	NHS Western Isles
Rona King	NHS Fife
Adam Palmer	Employee Directors Group
Sandra Dee Masson	Unison
Jackie Mitchell	Royal College of Nursing
Shirley Rogers	Scottish Government
Claire Ronald	Chartered Society of Physiotherapy
Kenneth Small	NHS Lanarkshire
Anne Thomson	Royal College of Nursing
Dorothy Wright	NHS Education for Scotland

Agenda Item 1 – Welcome, introductions and apologies

The Chair welcomed everyone to the meeting. Members were informed of the list of apologies (noted above) and that the meeting was quorate.

Agenda Item 2 – Minute and Action Points from the meeting held on 20 January 2016

The minutes and action points of the previous meeting were agreed as accurate.

Agenda Item 3 – NHSScotland iMatter Implementation Update

A paper had been sent to members in advance of the meeting to inform discussion. Liz Reilly presented an update on the progress of NHSScotland iMatter implementation. During the discussion the following points were covered:

- In line with 2020 Workforce Vision implementation plan, the Scottish Government has committed to support and facilitate all Health Boards to implement iMatter by December 2017;
- The overall response rate for all teams that have participated in the questionnaire across NHSScotland is 66% with an Employee Engagement Index score of 74%;
- In 2016, 1517 teams achieved a response rate of 60% or more and generated team reports. Team reports are not generated where a team achieves a response rate of less than 60% and this impacted on 593 teams in 2016, however their results will be included in the Boards components report;

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- 227 action plans have been developed to date. This was considered disappointing given the level of team reports generated and work is on-going to encourage improvements in this area;
- It was stressed that it is important that action plans are developed by the team (not just the team leader) to address findings so staff can see improvements;
- There is still a disconnect between organisational level perception and team/manager perception in 4 key organisational areas (noted in paper) and work is on-going to address these issues;
- Phase 1 was about establishing the model, system and measurement. Phase 2 is about evidencing the links with patient/service user experience and effective people management in NHSScotland;
- There are 8 Boards (noted in paper) taking part in phase 2 and as part of this, they will be focussed on outcomes and gathering quantitative/qualitative evidence with practical examples which can be shared across NHSScotland;
- Examples of iMatter outcomes (via video) will be shared at the 2016 NHS Event;
- SWAG members discussed the future iMatter challenges including:
 - whether the percentage level required for a team report could be lowered from 60%;
 - using the component reports to capture information on teams where a team report had not been generated;
 - the need to protect the integrity of the model by ensuring all team members are involved in the action planning process;
 - the value in developing iMatter to collect information from different occupational groups;
 - the level of resources needed to support iMatter;
 - the need to ensure Team Leaders feel empowered to make changes.

Outcome: SWAG members noted the progress and the future challenges.

Action: Scottish Government to send the iMatter power-point slides around SWAG Committee Members. **Completed**

Agenda Item 4 – National Staff Experience Measure

A proposal paper seeking SWAG's approval to take forward a new approach to measuring staff experience at a national level had been sent to members in advance of the meeting to inform discussion. Susan Russell led the discussion based on the paper. During the discussion the following points were covered:

- Last year, SWAG agreed to pause the 2016 staff survey to allow time to explore and develop the national staff experience measure going forward;
- While the staff survey has provided the main measure of staff experience for several years, the limitations of the survey has been recognised;

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- Staff have been more engaged with iMatter (response rate is currently 66%) than the NHSScotland staff survey (2015 response rate was 38%);
- The proposal recommends replacing the current NHSScotland staff survey with the iMatter Continuous Improvement Model with an occasional pulse survey to collect trend information running alongside iMatter.
- This new measurement will be an integral part of how NHSScotland monitor progress in the implementation of the Staff Governance Standard and the intention would be to run the new model in 2018 as a pilot following full roll out of iMatter across NHSScotland by end of 2017;
- SWAG members discussed challenges such as costs, savings by not running staff survey in addition to iMatter, procurement lead in times if the decision is taken to run the national staff survey in 2017, resources, risks and potential timeframe for introducing the changes;
- There was a divide of opinion, most members were keen to adopt the proposal as a pilot in 2018, however, some members expressed views that they did not want to see the national staff survey being stopped altogether as there was the potential to lose trend information on issues such as 'Dignity at Work' and 'Stress at Work'. There were also concerns expressed about iMatter's ability to provide information on different occupational groups and the anonymity of staff completing the iMatter questionnaire.
- It was pointed out that the iMatter IT Portal system has the potential to take forward local and national pulse surveys asking questions on particular themes and that the proposal was to run the new model as a pilot in 2018, thereafter and there was always the potential to revert to the national staff survey in 2019;
- Some staffside members asked for more time to consult with their members before taking the decision on this proposal.

Outcome: SWAG Committee members noted the update and agreed to delay the decision on the new national staff experience model until the October 2016 meeting.

Action: The Scottish Government to develop a further proposal paper on the National Staff Experience Measure going forward for discussion at the SWAG Committee in October 2016.

Action: Staffside colleagues to discuss the proposal for the new National Staff Experience Model with their members in preparation for a decision being taken on this at the October meeting.



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Agenda Item 5 – Whistleblowing Update

A paper had been circulated to members in advance of the meeting to inform discussion. Anna Gilbert led the discussion and during this the following points were covered:

Independent National Whistleblowing Officer (INO)

- The recent consultation exercise on this role has concluded. A total of 58 responses were received and the majority were very supportive regarding introducing this role for NHSScotland staff;
- An independent analysis report of the responses along with the responses (where permission to publish was given) can be found on the Scottish Government web site:
<https://consult.scotland.gov.uk/health-workforce/independent-national-whistleblowing-officer>

NHSScotland Confidential Alert Line

- The contract for this service has been extended for a further year to 31 July 2017 and this will provide continuity whilst developing role and remit of the INO;
- Number and nature of calls to this Alert Line are published on the Scottish Government web site:
<http://www.gov.scot/Topics/Health/NHS-Workforce/Employee-Experience/NHS-staff-alert-line>
- Any continued Alert Line service post 31 July 2017 will require a full procurement exercise.

Non-executive Whistleblowing Champion

- Non-executive Whistleblowing Champions are now in place in all Health Boards;
- Guidance for this role has been developed and this will be discussed in more detail with the Champions;
- A network meeting has been arranged for the end of June 2016 so that the Champions can share experiences and learning.

Outcome: SWAG members noted the update

AOB

No other business was raised and members were content with the papers for information.

Date of Next Meeting

The next SWAG Committee meeting will be held on 20 October 2016 in Conference Room 2, Victoria Quay, Edinburgh from 10.00 to 12.30.

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