

iMatter: Employee Engagement in the Aberdeen City Health & Social Care Partnership

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What is iMatter?

An employee engagement improvement tool used by NHS Boards and Health & Social Care Partnerships in Scotland. Its purpose is to measure employee engagement and encourage managers to work with their teams and employees to improve areas in which employee engagement is low and maintain and celebrate areas in which employee engagement is already high.

- iMatter gives **staff** the opportunity to change & improve their workplace.
- iMatter helps **managers** work with and understand their team's needs.
- iMatter lets **chief officers** and **senior managers** be aware of the level of employee engagement within their organisation.
- iMatter helps teams work closer together to improve the services they provide for their **patients, clients** and **service users**.

Why is employee engagement important?

Improved organisational performance

Lower levels of work related stress

Lower staff absence

Motivated, innovative & dedicated staff

Increased staff morale

Enhanced service user safety and experience

What did the 2018 iMatter results show?

65%
Questionnaire Response Rate

65% of employees completed the iMatter questionnaire. The average response rate across Grampian was 61%.

64%
Team Reports issued

64% of teams achieved the target response rate to receive a team report. The average response rate across Grampian was 63%.

78%
Employee Engagement Index

Represents how engaged all employees who completed the questionnaire felt. The average index score across Grampian was 77%.

6.96
Out of 10

Employees rated working within the Aberdeen City Health & Social Care Partnership as 6.94 out of 10.

How does this compare to iMatter 2017?

75%
Questionnaire Response Rate

Despite employees being more aware of iMatter this year and the questionnaire issued out-with the school holidays, the response rate dropped by 10% in 2018.

80%
Team Reports issued

The number of teams who did not receive a team report due to not achieving the required questionnaire response rate increased. Those who did not receive a report in 2018 included teams who did and did not receive a report in 2017.

78%
Employee Engagement Index

Despite the lower response rate, the EEI score has remained the same.

6.94
Out of 10

Employees rated working within the Aberdeen City Health & Social Care Partnership slightly higher in 2017 than 2018.

What does this mean for the Aberdeen City Health & Social Care Partnership?

The results of the Partnership's 2018 iMatter report are positive. All scores were over 67% meaning these areas are to be strived and celebrated, with the exception of the following:

- I feel senior managers responsible for the organisation are sufficiently visible (64%)
- I feel involved in decisions relating to my organisation (60%)
- I feel performance is managed well within my organisation (66%)

These scores mean these are areas which need to be monitored to further improve.

These were also the 3 lowest scores in iMatter 2017 with the same percentages.

Next Steps: The chief officer and executive team have focussed on these areas for the Partnership's 2018 iMatter action plan. Their proposed actions will involve greater engagement and communication with all employees across the Partnership.

What changes did we make in 2018?

- Improved the data collection method for staff and team data to make it easier and quicker.
- Asked managers to avoid teams of less than four staff where possible, to increase questionnaire anonymity and increase the questionnaire response rate.
- Gave managers more flexibility over team names and team members.
- Changed the timing of the questionnaire to avoid school holidays.
- Rolled out online iMatter awareness sessions for staff and online iMatter training for managers.

What can we do to improve in 2019?

- Hold ACHSCP led iMatter awareness sessions for staff in various locations.
- Hold ACHSCP led iMatter training sessions for managers in various locations. These will focus more on team structures and action planning.
- Communicate positive iMatter case studies to show how iMatter can improve employee engagement and team working.
- Communicate what the ACHSCP executive team is doing as a result of the 2018 directorate report, for example a 'You Said, We Did'.

References

• NHS SCOTLAND, 2017. *Monitoring Employee Engagement* [online]. NHS Scotland. [3 November 2017]. Available from: <http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/>

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