

Health and Social Care

# Everyone Matters Pulse Survey National Report 2020



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Government

# Everyone Matters Pulse Survey 2020 National Report for Health and Health and Social Care Partnerships

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## Ministerial Foreword for Everyone Matters Pulse Survey Report 2020

The emergence of COVID-19 has been significant and all-encompassing, and I am conscious that words alone cannot describe the true impact this has had on everyone, but perhaps more acutely, across our Health and Social Care services and those who work in them. The challenges that have been faced in our emergency response have been substantial and Health and Social Care staff as always have demonstrated what a valuable contribution they make in delivering good patient/client care and quality services. As such, now more than ever, it has been vital that we hear from staff about their experiences of work during this period.

This report is a detailed analysis of the Everyone Matters Pulse Survey, that has been developed using the national iMatter Continuous Improvement Programme methodology, to support staff in a focussed way and in recognition of the changing priorities and pressures on the workforce over the last months. The survey has been carried out by Webropol Ltd, an independent company commissioned by the Scottish Government, with all 22 Health Boards and 30 Health and Social Care Partnerships in Scotland taking part. I would like to personally thank every one of you who took part to make your voice heard.

I was deeply affected by the stories of those experiencing change and hardship in their role and personal life, all the more remarkable and impressive that staff continued to show strong commitment and dedication, whilst at the same time managing similar worries that everyone has about the impact of the pandemic on their personal lives and their loved ones. But I was heartened to know staff have taken these challenges to come together to ensure that fellow colleagues and patients/clients alike felt supported, safe and recognised throughout the pandemic period. The commitment and pride felt across the service is truly remarkable. I expect senior leaders and managers across health and social care to reflect seriously on this report, show appreciation and value for the efforts made by staff and their achievements. You have used your voices and I have heard you. I am committed to using your experiences as a real opportunity to inform the remobilisation planning as we continue to respond to the second wave of the pandemic.

Although the Pulse Survey has been implemented to focus on staff experience during the COVID-19 period, it should be noted that this forms one element of a whole system approach to continually improve our staff experience. We intend to recommence the iMatter Programme in 2021 and continue work developing a new, bespoke Dignity at Work tool, enhanced well-being and resilience strategies and wider equalities, diversity and inclusion action. I strongly encourage everyone to shape the way forward and have their say by participating in future surveys.

Finally, please accept my personal thanks to each and every person who has been working across Health and Social Care; thank you for your professionalism, commitment and sacrifice during this period. Supporting Scotland's response to the ongoing pandemic has been no small task and you should feel great pride in what you have accomplished. Your experience and your views continue to matter and I am grateful to you for your involvement in the Everyone Matters Pulse Survey.

**Jeane Freeman OBE, Cabinet Secretary for Health and Sport**



## Introduction

### Background

Extensive engagement was carried out with key stakeholder groups to explore options for implementing a national staff experience measure for 2020. That engagement process identified the need for a Pulse Survey, focussing on well-being and staff experience during the COVID-19 pandemic. This approach provided a meaningful opportunity for staff to express their views, whilst still recognising the recovery work being undertaken across Health and Social Care. The Pulse Survey outcomes will be used to support employee experience and well-being, equality, diversity and inclusion strategies and provide a real opportunity to inform remobilisation planning and business recommendations moving forward.

It is recognised that deviating from a full national iMatter measurement impacts understanding of the holistic staff experience for 2020. The Pulse Survey outcomes form one element of a whole system staff experience strategy that is happening over the coming months.

With the anticipated return of a full national iMatter measurement in 2021, it will be possible to further enhance understanding of the holistic staff experience, through additional outcomes driven by the Ministerial Short Life Working Group (Cultural Reform) and development of the new Dignity at Work tool. The focussed Pulse Survey measurement gives a strong foundation and starting point for enhancing the richness of information gathered on how Health and Social Care staff have been feeling during the COVID-19 pandemic.

## The Pulse Survey

The Pulse Survey asks 13 questions about overall well-being and staff experience of work during the COVID-19 pandemic. The survey also asks staff two qualitative questions inviting them to describe what is most worrying them and what is supporting them, two short questions about the work environment and finally a suite of staff groupings and demographic questions.

Support links to the National Wellbeing Hub, the National Wellbeing Helpline For Staff and the Samaritans were included in the survey to promote the help available to all health and social care staff through a range of resources to support physical and mental health.

The full questionnaire is contained in [Appendix 1](#).

## Fieldwork

Online survey invitations were sent from 1<sup>st</sup> September 2020, with responses received through until 23<sup>rd</sup> September 2020. Paper surveys were distributed to staff throughout September and returns were accepted until 2<sup>nd</sup> October 2020.

The 22 NHSScotland Boards and 30 Health and Social Care Partnerships (HSCP) took part in the survey (see [Appendix 2](#) for details).

## Report

This report explores the Everyone Matters Pulse Survey data and draws on stories provided through individual Boards. Case study material is also included where Boards have responded to specific queries.

## Staff Experience Stories

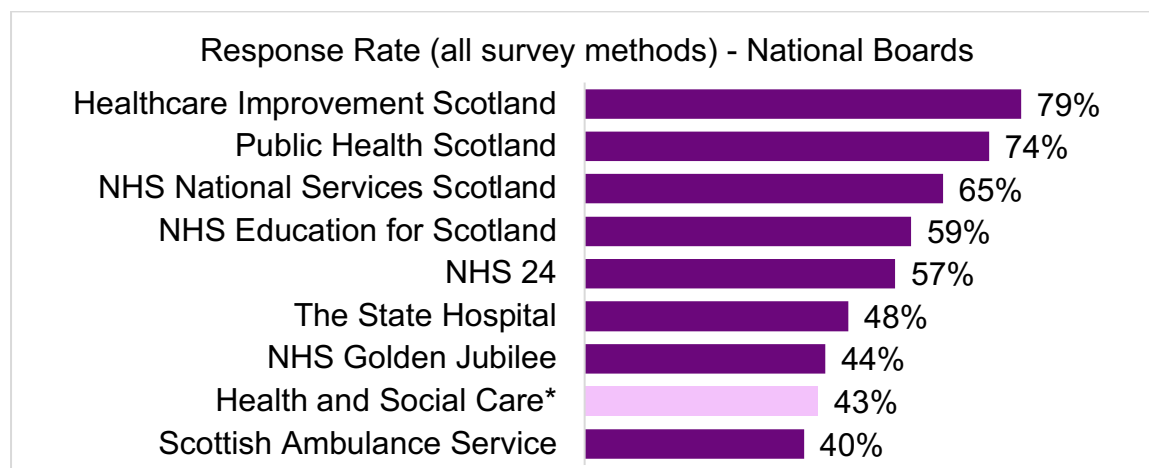
A total of 87 stories have been provided from across both Geographic and National Boards. Each provides insight into how individuals, teams and the wider organisation have responded to the COVID-19 pandemic. Illustrations from these stories are included within this report and links to all stories are provided in [Appendix 9](#).

## Response Rates Overview

### Overall Response Rate

In total 83,656 Health and Social Care staff took part in the Everyone Matters Pulse Survey 2020. This is an overall response rate of 43% and so provides robust and representative data on Health and Social Care staff well-being and work experiences.

Response rates vary considerably across individual Boards. The 5 Boards with the highest response rates are all National Boards.



Notes:

\* Health and Social Care is the national average across all NHS Boards and participating Health and Social Care Partnerships.

Public Health Scotland is a new organisation bringing together the work of Health Protection Scotland, Information Services Division and NHS Health Scotland.

An example of how the survey was promoted to staff both in the lead up to, and during, fieldwork is provided by NHS 24:

#### NHS 24

##### Pre survey:

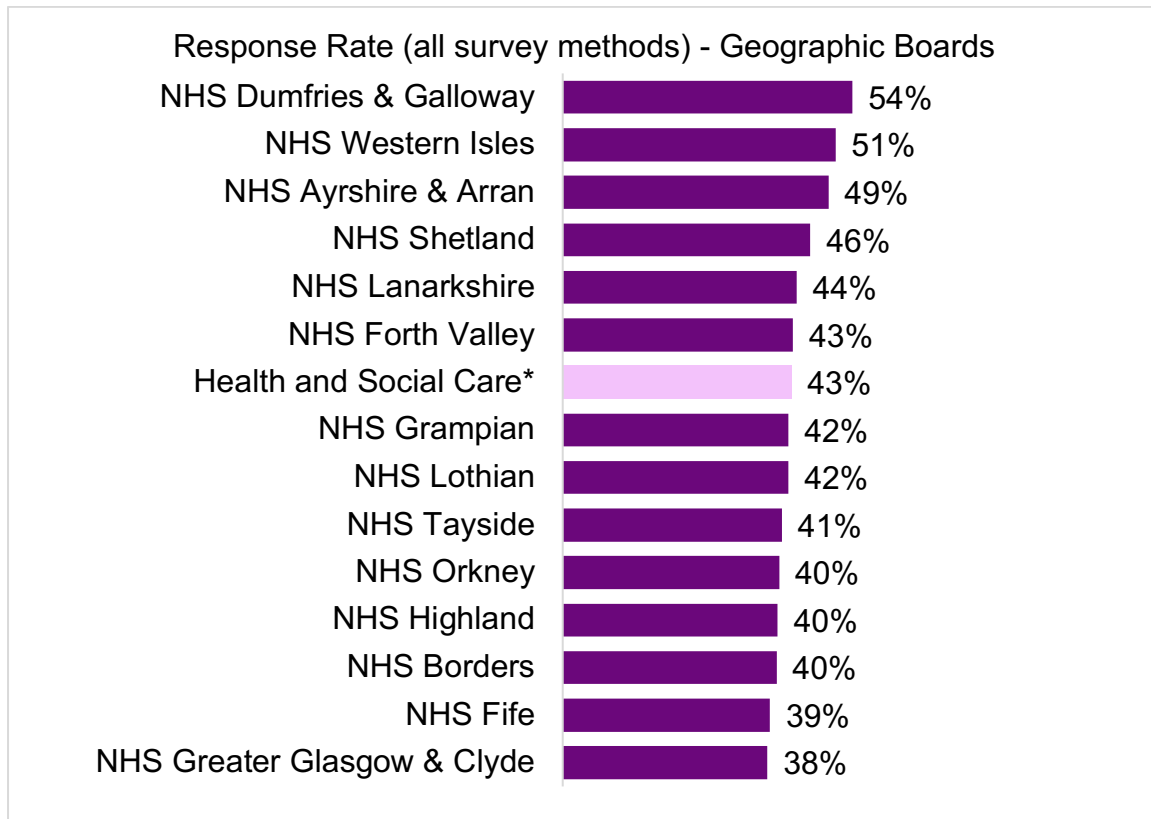
- Banners and survey explanation to all staff, team managers and Directorate leads

##### 2<sup>nd</sup> September onwards:

- Medical Director video on the importance of the survey on Intranet and signposted
- Content in regular newsletter going out from L&OD to all staff
- Meetings with shift leads at the start of the evening shifts (in two of the larger call centres) encouraging them to remind everyone of the importance of the survey.
- Updates on completion rates sent to Clinical Services Managers etc. to ensure staff were released from calls for 10 minutes to complete survey.
- All teams under 33% completion rates targeted with emails and then survey link sent to the team members. This was done on each week while the survey was open.



Among the Geographic Boards, NHS Dumfries & Galloway has the highest response rate (54%).



### Reasons for Lower Response Rate

The response rate for 2020 of 43% is below that achieved for iMatter 2019 (62%) but is considerably above the Dignity at Work survey of 2017 that achieved a response rate of 36%.

There are several reasons suggested for why response rate is lower than iMatter 2019. These cannot be verified or quantified without further exploration with staff:

- The COVID-19 situation meant some staff may not have time or inclination for the survey.
- There was less opportunity for promotion of the survey, given the compressed timeline and workload pressures.
- As the survey results are only being reported to Directorate level there may be a lower level of peer encouragement within teams to take part.

### Partials and Non-Completion

There is a notable increase in the number of recipients who open the survey link but do not continue to complete the survey. For iMatter 2019 a total of 6,653 employees opened the survey but did not continue. That figure almost doubled to 12,564 for the Everyone Matters Pulse Survey 2020. Additionally, 787 paper surveys were not processed because they were only partially complete or could not be processed for other reasons (unscannable, duplicates, completion errors).

## Survey Methods

The Survey was primarily distributed online, with email invitations being sent to 170,190 staff, of whom 28,100 (14%) work within Health and Social Care Partnerships (see [Appendix 2](#) for details). Paper surveys were issued where email invitations were not possible. An SMS survey method was used by 11 Boards.

The online survey achieved the highest response rate overall (46%), with SMS 24% and paper 17%. Further details of the postal response rates by Board are contained in [Appendix 3](#).

Everyone Matters Pulse Survey 2020	Volume Issued	% of Volume Issued	Usable Response Volume	% of Responses Received	Response Rate by Method
Online	170,190	87%	78,815	94%	46%
Paper	22,747	12%	3,936	5%	17%
SMS	3,847	2%	905	1%	24%
Total	196,784		83,656		43%

## SMS

Following a successful 2019 pilot in the West Dunbartonshire HSCP (NHS Greater Glasgow and Clyde) during iMatter 2019, SMS survey invitations were made available to all Boards for the 2020 Pulse Survey. 9 Geographic and 2 National Boards used SMS for the Pulse Survey.

3,847 SMS invites were sent, representing 2% of the total survey volume. 905 SMS surveys were completed, representing 1% of the total survey responses. The overall SMS response rate was 24%, above the paper response rate, but below the online response rate.

The experiences of the Boards that made greater use of SMS for the Pulse Survey provide valuable information for the continued development of this method for use in future surveys:

**NHS Lanarkshire** invited 2,262 staff via SMS and achieved a 14% response rate. The SMS Pulse Survey was used to reach HSCP areas who haven't been included before. Suggested reasons for the low response rate include:

- Survey fatigue –staff had recently been asked to participate in a survey sent out from the partnership
- Lack of time to promote another survey with a large group of staff who all work remotely
- SMS issues – staff reported the survey link not opening on their phones, the IT department from the partnership are investigating if it is security settings on the phones, work was still ongoing when the survey closed. Pressures within this group meant they gave up when it wouldn't open first time.

In **NHS Greater Glasgow and Clyde** 1,081 staff across 3 HSCP's were invited to the Pulse Survey via SMS and 39% responded:

- West Dunbartonshire, who had supported the pilot were keen to use this format again and had the highest response rate of these 3 areas, at 45%.
- East Renfrewshire and Renfrewshire HSCP used SMS for the first time. They experienced some phone issues similar to those in NHS Lanarkshire. It was also noted that the phone number the SMS would come from should be communicated to staff in advance so that they know it is safe to click on.

*Note: Details of response rate by Board and by survey method are shown in [Appendix 3](#).*

## Respondent Profile

This chapter provides an overview of the profile of staff taking part in the Everyone Matters Pulse Survey 2020.

### Demographics

The Pulse Survey asked demographic questions, which have not previously been included in iMatter, but were included in the 2017 Dignity at Work survey as it was also a survey based on individual, rather than team responses.

These questions were optional, meaning staff do not have to answer these questions when completing the survey and all have a valid response rate of 90% or more.

Details of the responses to the demographic questions are included in [Appendix 4](#).

This data will be used, alongside other information, to inform work going forward on equality, diversity and inclusion.

## Staff Grouping

As with iMatter previously, the Pulse Survey asked which group staff belong to. The question was also optional.

Of the 83,656 staff who took part in the survey only 185 (0.2%) chose not to indicate whether they were NHSScotland or Local Authority employees. Of those that answered this question, 87% are NHSScotland and 13% Local Authority Employees. 1% of NHSScotland and 2% of Local Authority Employees did not then answer the subsequent staff grouping question.

Employer	Number of Responses	Percentage
<b>NHSScotland</b>	72,336	
Administrative Services (Finance, HR, IT, call handler, office and patient services)	16,965	23%
Allied Health Profession	8,506	12%
Ambulance Services	1,797	3%
Doctors and Dentists in Training (DDiT)	927	1%
Health Science Services	2,640	4%
Medical and Dental	4,945	7%
Medical and Dental Support (Salaried GP, physician's assistant, theatre services, operating department, dental technician, hygienist, dental & orthodontist therapist, oral health)	724	1%
Nursing and Midwifery	25,265	35%
Other Therapeutic (Optometry, pharmacy, psychology, genetic counselling)	2,948	4%
Personal and Social Care	835	1%
Senior Managers (Executive grades, senior manager pay band)	1,104	2%
Support Services (Catering, domestics, porters, estates and facilities, security, laundry, transport, sterile services)	4,888	7%
No Answer	792	1%

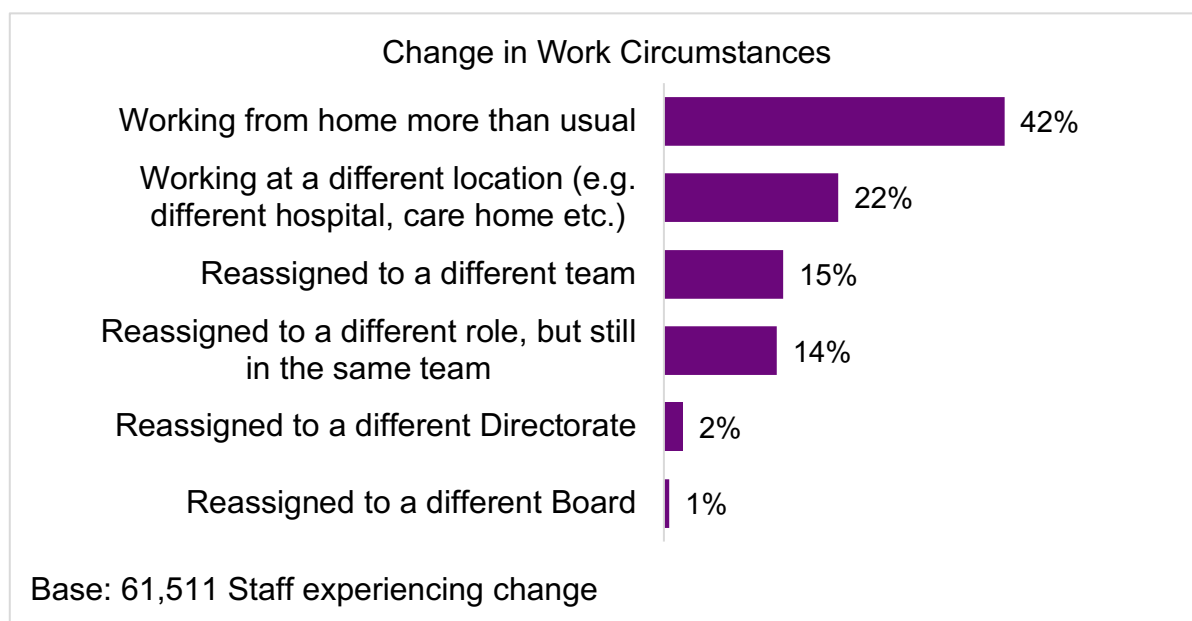
Employer	Number of Responses	Percentage
<b>Local Authority</b>	11,135	
Adult Services	4,866	44%
Business Services (Business Improvement, Support Services, Information Systems, Finance & Administration)	874	8%
Children's Services	1,640	15%
Criminal Justice	512	5%
Older People Services	2,775	25%
Senior Managers	106	1%
Strategic Development	141	1%
No Answer	221	2%

## Change

As context to this report, it is important to recognise the level of change being experienced by staff in Health and Social Care. 74% of staff taking part in the Pulse Survey experienced change in either their job role or the environment they work in through the COVID-19 pandemic (up to the survey fieldwork in September 2020).

### Change in Work Circumstances

Of the staff who said they experienced change, 42% said they were working from home more than usual, 22% were working in a different location and 17% were performing a different role either within their own team or elsewhere. This unprecedented level of change is challenging for both the organisation and individuals within it.



The example below is just one of many Staff Experience Stories about how roles have changed:

#### **HR Directorate Salus – Occupational Health - Rising to the challenge**

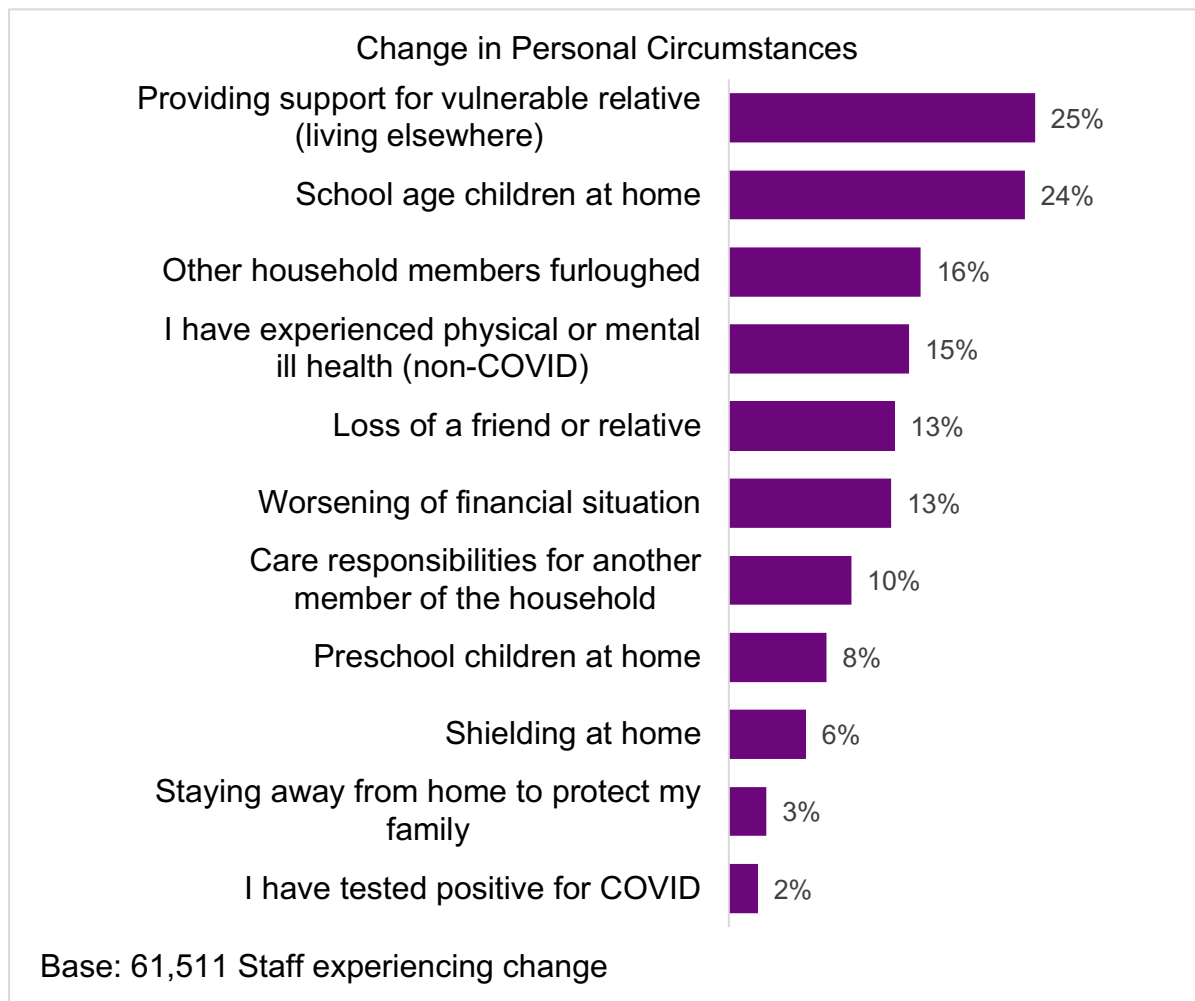
During March – June [2020] c.120 staff from the Occupational Health team were redeployed across NHS Lanarkshire to support Covid related activity.

This involved staff with relevant clinical backgrounds supporting various departments including Critical Care, Physiotherapy, Mental Health services, HR (recruitment of volunteers & bank staff). Others supported the Wellbeing Programme working with Psychology and Spiritual Services. These additional staff provided a valuable resource for HR to provide support to departments requiring additional input.

#### **NHS Lanarkshire**

### Change in Personal Circumstances

The changes in personal circumstances staff most often say they have experienced, centre on supporting other members of the household or family. 25% of staff experiencing change say they are providing support for relatives living elsewhere and 24% say they are caring for school age children at home, as schools were closed from March to August 2020. These, and other changes to personal circumstances, will have put considerable pressure on staff to manage increased personal responsibilities alongside work.



Throughout the survey, those who have experienced change only rate marginally lower both for well-being and work experience than those who have not experienced change (see [Appendix 10](#)). This may reflect both the way in which change has been managed and the overall disruption that has impacted everyone, even those who have not personally experienced change in their job role or work environment.

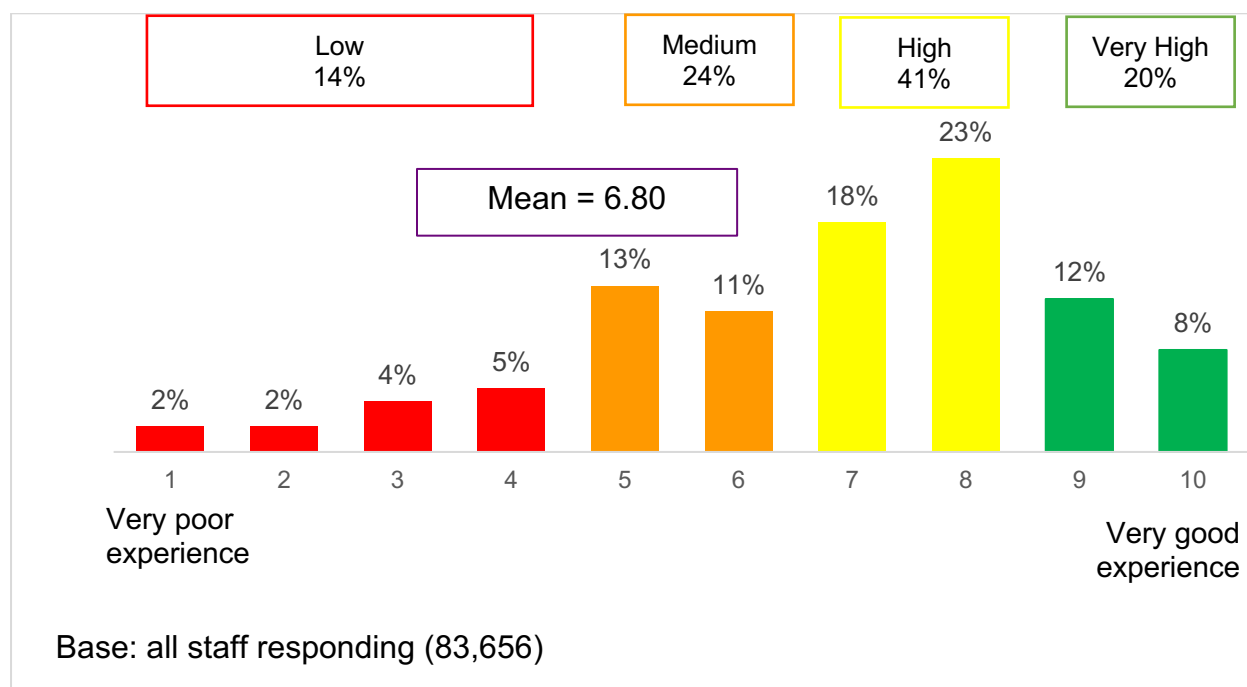
## Overall Experience

There are two measures in the Everyone Matters Pulse Survey 2020 of staff's overall opinion:

- Overall experience of working in the organisation
- Recommendation of the organisation as a good place to work

### Overall Experience

Staff's overall experience of working in their organisation is good, with 61% of staff rating their experience as very high or high.



*Note: Rounding of data can lead to differences of +/- 1 on some totals throughout this report.*

### Comparison to iMatter

*In the 2020 Everyone Matters Pulse Survey the overall experience question was asked using a scale of 1 (very poor experience) to 10 (very good experience). Previously iMatter has used an 11 point scale from 0 (very poor experience), through to 10 (very good experience). Therefore, direct comparison of absolute scores cannot be made.*

*The iMatter results for this question for 2019 and 2018 are shown for reference only.*

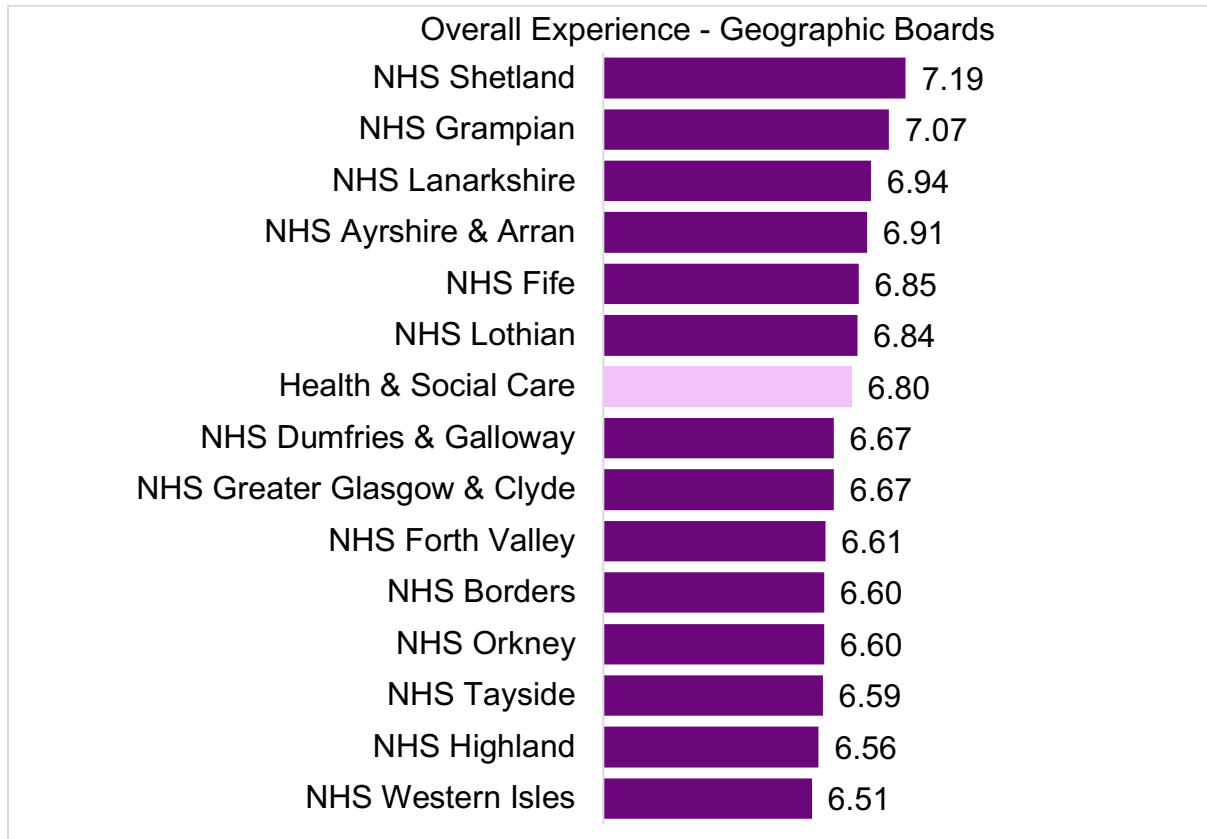
iMatter												
	0	1	2	3	4	5	6	7	8	9	10	Mean
<b>2019</b>	1%	1%	1%	3%	5%	13%	13%	23%	19%	11%	11%	6.89
<b>2018</b>	1%	1%	2%	4%	5%	12%	13%	22%	20%	10%	10%	6.79



### Individual Boards

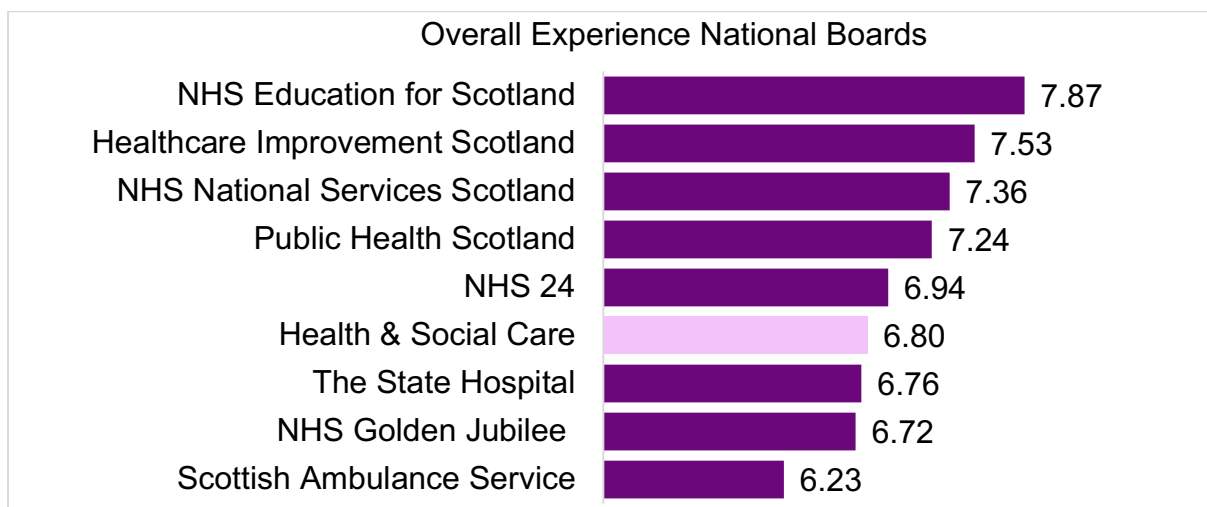
The charts following show the overall experience scores for each individual Geographic and National Board.

NHS Shetland and NHS Grampian are the highest scoring Geographic Boards.



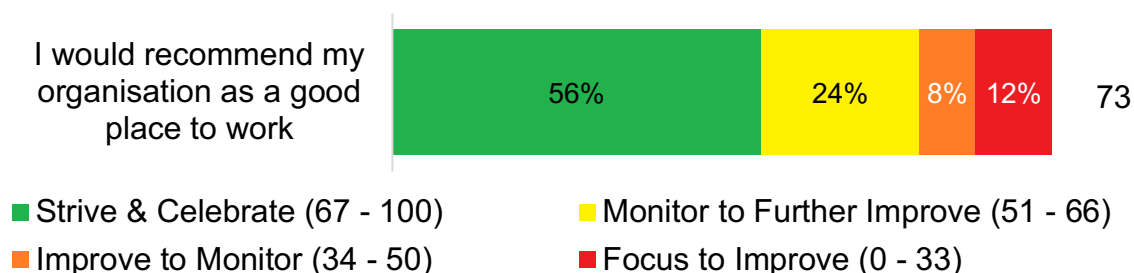
Among the National Boards, four score higher than all Geographic Boards.

Scottish Ambulance Service has the lowest score of all Boards.



## Recommendation

The majority of Health and Social Care staff would recommend their organisation as a good place to work. The score has declined by 1 point from 2019.



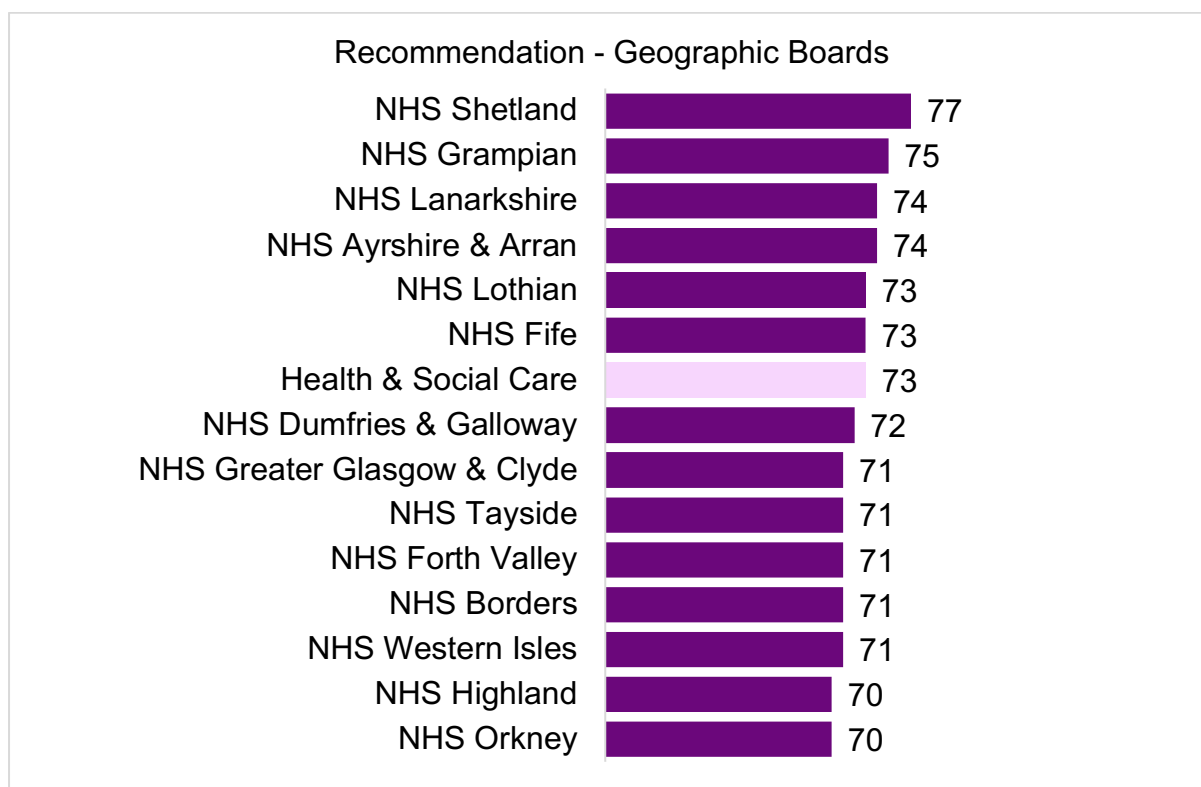
### Notes:

- Details of how iMatter questions are scored and reported are contained in [Appendix 5](#).
- Whilst the Everyone Matters Pulse Survey 2020 was different in content to iMatter 2019, it is reasonable to draw some comparisons between equivalent questions within the two data sets.

## Individual Boards

The charts following show the recommendation scores for each individual Geographic and National Board.

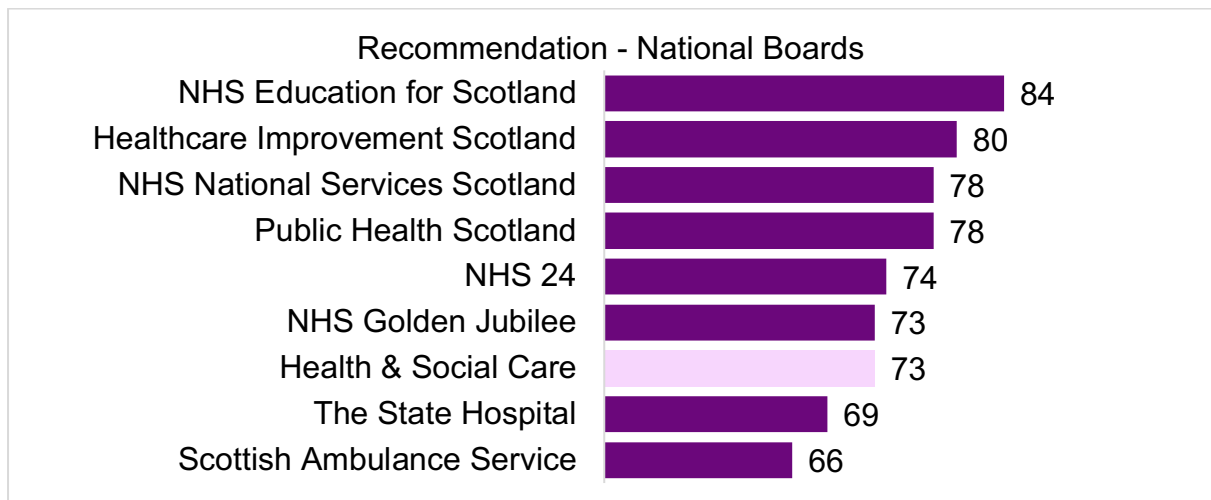
NHS Shetland and NHS Grampian are the highest scoring Geographic Boards.



Four National Boards have higher recommendation scores than all Geographic Boards:

- NHS Education for Scotland
- NHS Healthcare Improvement Scotland
- NHS National Services Scotland
- Public Health Scotland

Scottish Ambulance Service is the Board with the lowest score. The State Hospital also scores lower than all Geographic Boards for staff recommendation of their organisation as a good place to work.



## Well-Being

### Introduction

Given the COVID-19 pandemic and the impact it is having on Health and Social Care, a strong focus has been given to well-being within the survey, with both quantitative and qualitative questions:

Source	Questions
<b>Questions based on the Office for National Statistics (ONS) personal well-being metrics</b>	<ul style="list-style-type: none"> <li>• Overall, how satisfied are you with your life nowadays (“Life Satisfaction”)</li> <li>• Overall, to what extent do you feel the things you do in your life are worthwhile (“Worthwhile”)</li> <li>• Overall, how happy did you feel yesterday (“Happiness”)</li> <li>• Overall, how anxious did you feel yesterday (“Anxiety”)</li> </ul>
<b>Two open questions</b>	<ul style="list-style-type: none"> <li>• Thinking about your experiences of work over the last 6 months, what are you currently most worried about?</li> <li>• Thinking about your experiences of work over the last 6 months, what is most supporting your well-being?</li> </ul>
<b>Two iMatter questions</b>	<ul style="list-style-type: none"> <li>• I feel my direct line manager cares about my health and well-being</li> <li>• I feel my organisation cares about my health and well-being</li> </ul>

It should be noted that the ONS metrics are a ‘snapshot’ in time, based on how individuals felt at the time they completed the survey (September 2020) and as such they are indicative measures of staff well-being. These metrics cover all aspects of the individual’s life and so are influenced by personal circumstances as well as work experiences. ONS data for UK population is contained in [Appendix 6](#).

*Note: The ONS well-being questions have been answered on a 10 point scale (1 – 10). ONS benchmarks are based on an 11 point scale from 0 through to 10. Therefore, direct comparison of absolute scores cannot be made.*

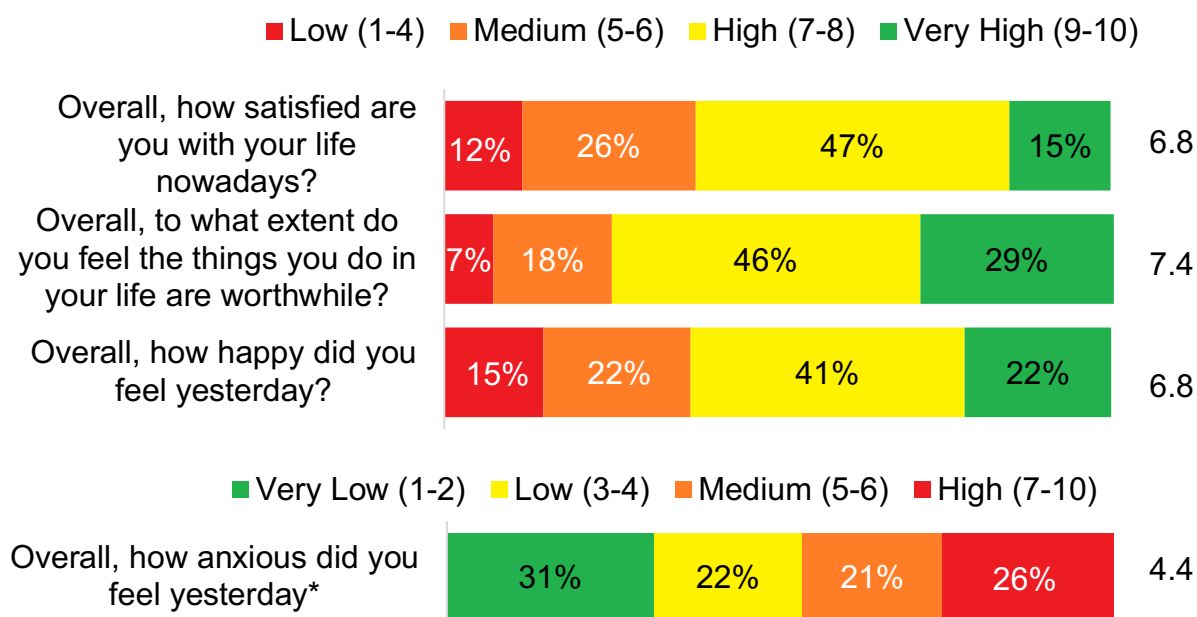
The “Average Score” is the mean score. For the ‘positive’ statements (Life Satisfaction, Worthwhile and Happiness) higher scores are better. For Anxiety the lower the score the more positive the result.

Responses have been clustered to protect anonymity risks from showing the scale in full. The names of the groups reflect those used by the ONS and other organisations to categorise levels of well-being.

Life Satisfaction, Worthwhile and Happiness		Anxiety	
Cluster	Scores	Cluster	Scores
Very High	9 or 10	Very Low	1 or 2
High	7 or 8	Low	3 or 4
Medium	5 or 6	Medium	5 or 6
Low	1, 2, 3 or 4	High	7, 8, 9 or 10

## Staff Well-Being

The chart below shows the distribution of responses across the four clusters and the mean score for each of the four statements.



\* Anxiety is a reverse measure: A low score is more positive than a high score.

Health and Social Care staff score higher for their sense of Worth than for Life Satisfaction or Happiness. This differs from the general population where there is greater consistency of scoring across the three positive measures. This suggests that roles within Health and Social Care contribute to many staff's overall feeling that things they do in their life are Worthwhile. This feeling may be heightened by the COVID-19 situation and the public response.

Those who have experienced work or personal change through the COVID-19 pandemic are a little less positive about their overall well-being and tend to be more anxious (see [Appendix 10](#)).

Workplace well-being support comes in many different forms, from large scale projects to small acts of kindness and support such as the [NHS Lanarkshire Public Health Directorate Pray to start the Day](#); a daily 15-minute telephone prayer meeting.

There are many Staff Experience Stories and individual comments that reference the care taken over health and well-being of individuals and teams. Of particular note are:

- The introduction of safe spaces in the workplace, that provide staff with an area that they can go to get away from the difficulties of their work. The following two examples illustrate this.
- The distribution of 'comfort boxes' providing staff with simple treats of food, toiletries etc. is illustrated in NHS Lothian's "Wellbeing Hub in a Tub" and NHS Grampian's Comfort Boxes stories that follow.

### Relaxation and Recuperation (R&R) Hubs

“The aim in creating these Hubs was to give members of staff the space to relax and recuperate away from their clinical work environments. We drew upon learning from China where hospital clinicians working directly with the impact of COVID-19 benefitted significantly from relaxation and recuperation facilities which supported them to cope better with the significant extra demands being placed on them and enabled mental and physical recovery for their next shift.

Each Hub has different spaces: **Café Space**, **Active Space** with games and possibly gym equipment, **Quiet Space** for Relax/ Reflection. The Hubs are open to all members of staff 24 hours a day.” Be Kind: [Video link](#)

**NHS Greater Glasgow and Clyde**

### SWEETS Wobble Rooms

Wobble rooms and safe spaces were created across the Board, based on staff feedback:

“It was always about the simple things, a comfy seat to sit on in my break, somewhere that’s quiet. Not huge and earth shattering.”

“Everyone has done it differently, because they were all different, their spaces were all different and their needs different. Once one area started other areas started to pay attention and notice, then other places introduced their own spaces.”



**NHS Dumfries & Galloway**

### Comfort Box Campaign

“In response to the coronavirus pandemic, we funded and delivered over 1,000 boxes to every NHS ward, team, department and care home across Grampian region. The boxes also featured inspiring artwork from children for the Rainbow Project organised by art health charity Grampian Hospitals Art Trust (GHAT). The comfort box campaign was launched in partnership with the Evening Express, Original FM, Sheddocksley Church, John Clark Motor Group and GHAT to support the health and social care workers who are working flat out and we wanted to support them for their heroic efforts.”



**NHS Grampian**

### Wellbeing Hub in a Tub

“NHS Lothian and its official charity partner, Edinburgh and Lothians Health Foundation ‘Wellbeing Hub in a Tub’ project, recognised that not all staff had access to the Wellbeing rooms that were set up across some of the hospital sites and needed alternative ways to access support to make a positive difference to their health and wellbeing during the Coronavirus pandemic.

The boxes included sleep packs, hand cream, lip balm, energy snacks, refreshments, car chargers, headphones, and many other items to support the wellbeing of teams in the community as they carry out their day to day role. They also contained a wellbeing booklet on how to look after their own emotional and physical health during these challenging times.”

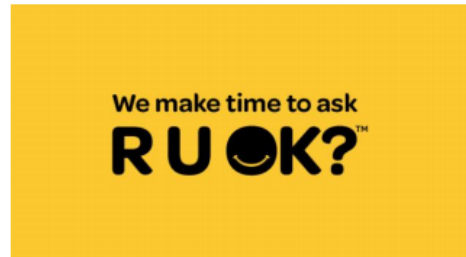
**NHS Lothian**

The [iMatter 2019 National Report](#) included the story from **Scottish Ambulance Service RUOK? Team at Livingston Station** of two colleagues who identified a need for better welfare support and collaborated to improve staff experience whilst removing the stigma of mental health, not just in their own local teams, but throughout the Scottish Ambulance Service and extending to Ambulance Trusts across the UK. The importance of the RUOK? project has grown still further through the COVID-19 pandemic and the team behind it have been involved in promoting and developing the concept beyond, and within, the Scottish Ambulance Service:

### **RUOK? Team One Year On....**

“The need for RUOK? and supporting one another has never been greater as we all deal with the impact of a global pandemic in 2020.” Over the past year the team have been involved in:

1. NHS England ‘Quick Action’ Guide for Allied Healthcare Professionals to supporting staff health & well-being
2. Contributed to a book on Healthcare Practitioners mental health
3. Presented at the Royal College of Physicians and Surgeons ‘Making Life Work Better’ Conference
4. Continuing to work with Lifeline Scotland supporting Emergency Responders across Scotland
5. Scottish Ambulance Service working group looking to develop Peer Support Network for staff



### **Scottish Ambulance Service**

#### **Staff Groupings**

Overall, there is very little difference in well-being scores between NHSScotland and Local Authority Employees (see [Appendix 10](#) for details).

Senior Managers in Local Authorities have the highest well-being scores overall and NHSS Senior Managers have the highest scores within NHS Scotland. Staff employed in NHSS Health Science Services have the lowest scores for Life Satisfaction, Worthwhile and Happiness, with NHSS Medical & Dental Support having the highest levels of Anxiety.

## Individual Boards

Geographic Boards are quite consistent in their well-being scores, with the highest being reported in the three island Boards (NHS Shetland, NHS Western Isles and NHS Orkney).

Geographic Boards	Life Satisfaction	Worthwhile	Happiness	Anxiety
<b>Health and Social Care</b>	<b>6.8</b>	<b>7.4</b>	<b>6.8</b>	<b>4.4</b>
NHS Ayrshire & Arran	6.8	7.5	6.9	4.5
NHS Borders	6.8	7.5	6.9	4.3
NHS Dumfries & Galloway	6.9	7.4	6.8	4.4
NHS Fife	6.8	7.4	6.9	4.4
NHS Forth Valley	6.8	7.5	6.8	4.5
NHS Grampian	6.8	7.5	6.9	4.3
NHS Greater Glasgow and Clyde	6.6	7.4	6.7	4.5
NHS Highland	6.9	7.5	6.9	4.3
NHS Lanarkshire	6.8	7.5	6.9	4.4
NHS Lothian	6.8	7.5	6.8	4.4
NHS Orkney	7.1	7.7	7.1	4.2
NHS Shetland	7.1	7.6	7.0	4.1
NHS Tayside	6.8	7.4	6.8	4.3
NHS Western Isles	7.1	7.8	7.2	4.0

Following are examples of various actions taken by individual Geographic Boards to support staff well-being, that illustrate the array of differing support activity that is in place across the country. The actions and support described in these stories will likely have a positive impact across staff's well-being as well as specifically in the work environment.

### Wellbeing Space for Staff – Physio Team Fitness Classes

The Physio Team in East Lothian organised fitness classes for staff including Lunch Circuits. They also ran twice weekly Tai Chi and daily exercise classes delivered by the physio team along with outdoor spinning classes and riverside walks in between patient contacts.

#### NHS Lothian



## Psychological Safety - Speaking Out in the Right Place at the Right Time: What Makes It Safe?

“Building psychological safety in our teams is a core leadership responsibility and we have developed a range of interventions and resources to provide an understanding of what this is, together with some materials to help our leaders develop local action plans to promote and encourage an effective culture for all of our staff.”

“The Acute Services Paediatric Service team focused on understanding why staff did not always speak up in multidisciplinary discussions around the ward.

A survey identified that staff who held back from speaking out often lacked confidence or were worried they had knowledge gaps. The resulting campaign was designed to encourage staff, give them confidence to speak out, and ensure they feel that their opinion is valued.”

**NHS Ayrshire & Arran**



## Hospital Peer Supporters Pulling together to try and make a difference – Staff Care is not just a Buzz Phrase

“The Staff Care and Wellbeing Peer Supporters Team turned out to be a pretty awesome bunch of people. Ridiculous really when you consider the multiple disciplines involved: mental health nurses, occupational therapists, speech and language therapists, orthoptics and psychologists, all specialists in their own fields but not a clue what was expected of them.”

“Under the guidance of the Healthcare Chaplains and their expertise we somehow managed to bring a hospital together, when staff were fatigued, emotionally drained, frightened, and overwhelmed at the magnitude of the task they were facing. As peer supporters our role was to have that conversation to allow staff to offload, not to fix their difficulties, but to guide them in how to normalise their situation, stabilise and acknowledge their crisis, facilitate understanding of their emotions and nudge them in the correct direction for ideas on effective coping strategies and ways to be kind to themselves to ready them for the next crisis that was surely waiting for them around the next corner. On occasion it was necessary to refer them to someone else as their difficulties exceeded our boundaries and remit.”

**NHS Lanarkshire**

Staff well-being scores vary more across the National Boards:

- NHS Education for Scotland and The State Hospital have positive scores for Life Satisfaction, Worth and Happiness and low scores for Anxiety.
- In contrast, NHS Golden Jubilee scores less well, with Anxiety levels being highest of all Boards.

National Boards	Life Satisfaction	Worthwhile	Happiness	Anxiety
<b>Health and Social Care</b>	<b>6.8</b>	<b>7.4</b>	<b>6.8</b>	<b>4.4</b>
Healthcare Improvement Scotland	6.9	7.3	6.8	4.5
NHS 24	6.6	7.3	6.7	4.3
NHS Education for Scotland	7.0	7.5	7.0	4.2
NHS Golden Jubilee	6.6	7.4	6.8	4.6
NHS National Services Scotland	6.8	7.4	6.8	4.4
Public Health Scotland	6.8	7.3	6.7	4.4
Scottish Ambulance Service	6.8	7.2	6.7	4.3
The State Hospital	6.9	7.5	6.9	4.1

The State Hospital story below illustrates the actions taken to support staff well-being:

### Promoting positive staff health and well-being

Positive actions including

- Frequent and multiple communications about the 'ProMIS' National Wellbeing Hub
- Developing 'Staff Wellbeing Zone'
- daily 'Covid-19 Bulletin'
- Soup and a roll to all ward-based nursing staff
- Increased access to psychological first aid for staff

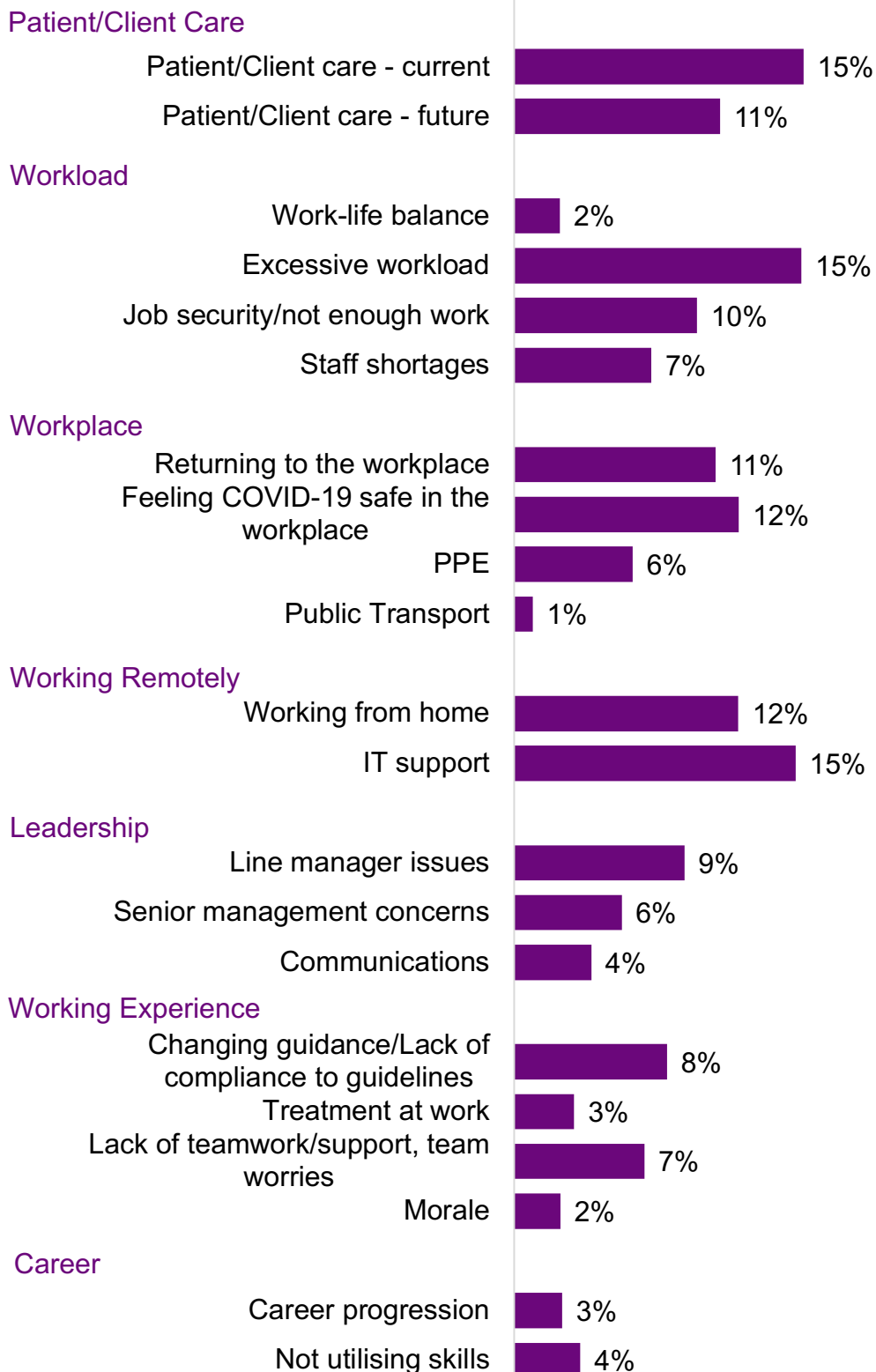
The team are evaluating the services through an initial survey and a follow-up one planned for the winter.

### The State Hospital





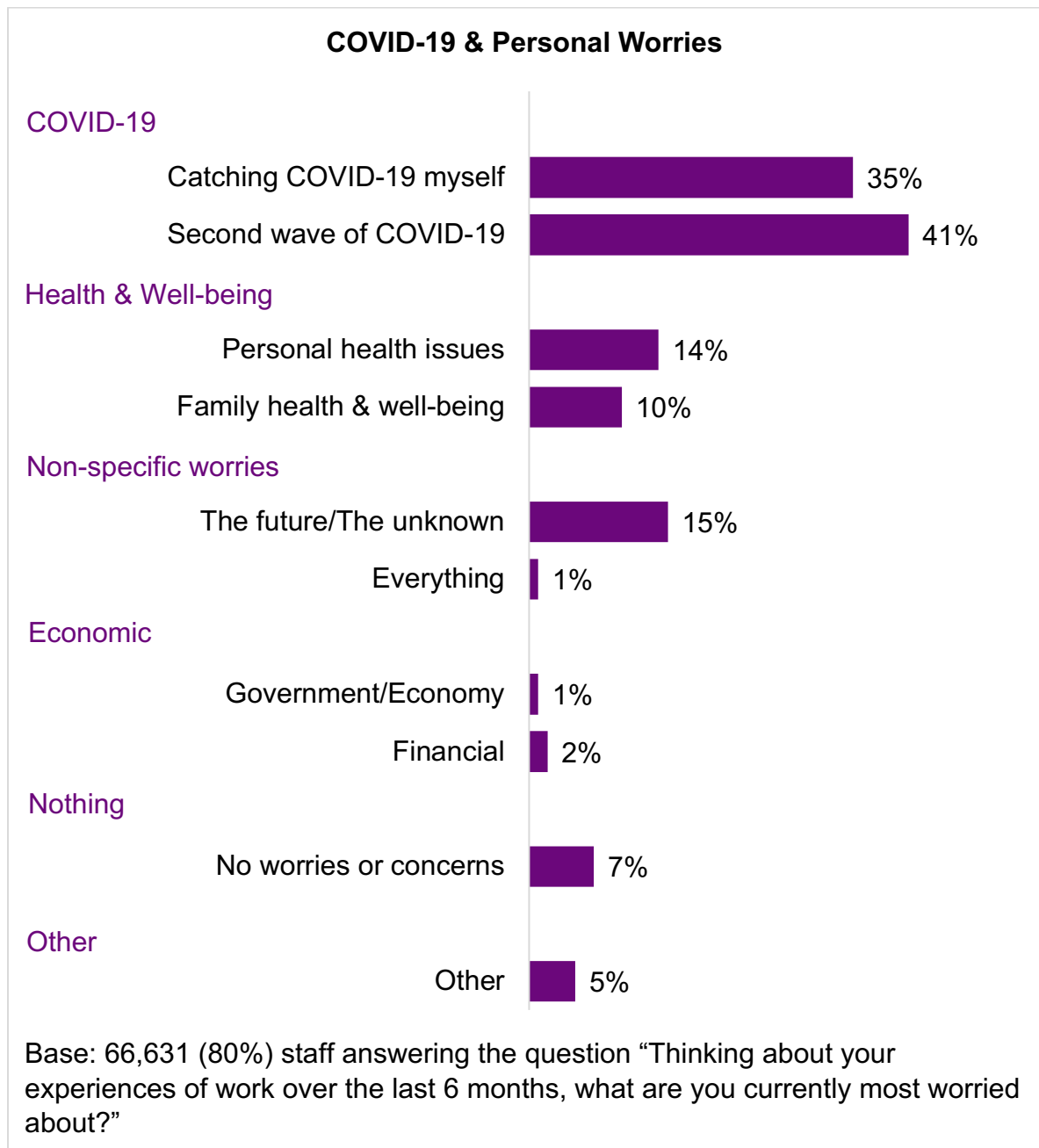
## Work Related Worries



Base: 66,631 (80%) staff answering the question "Thinking about your experiences of work over the last 6 months, what are you currently most worried about?"

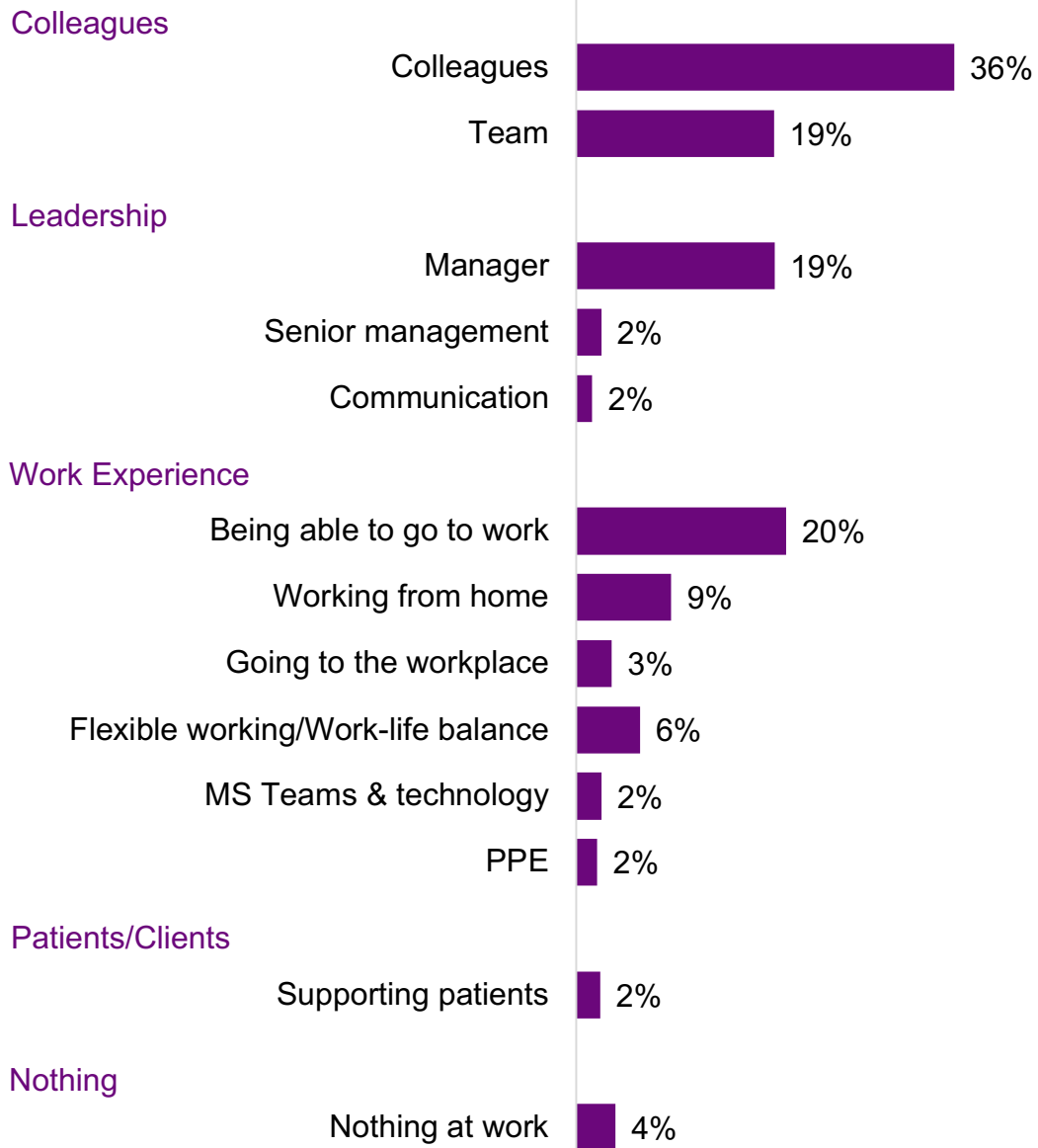
## COVID-19 and Personal Worries

The most prevalent worries commented on by staff centre around COVID-19 with many staff concerned about the second wave, which was, at the time of the Pulse Survey fieldwork, an emerging reality. Staff are also very concerned about catching COVID-19 and passing on to patients, colleagues or friends and family. This links to a general fear that many have of what the future will bring and when/if normality will return. Staff also express worry for both their own and their family's health and well-being.





### Work Related Support

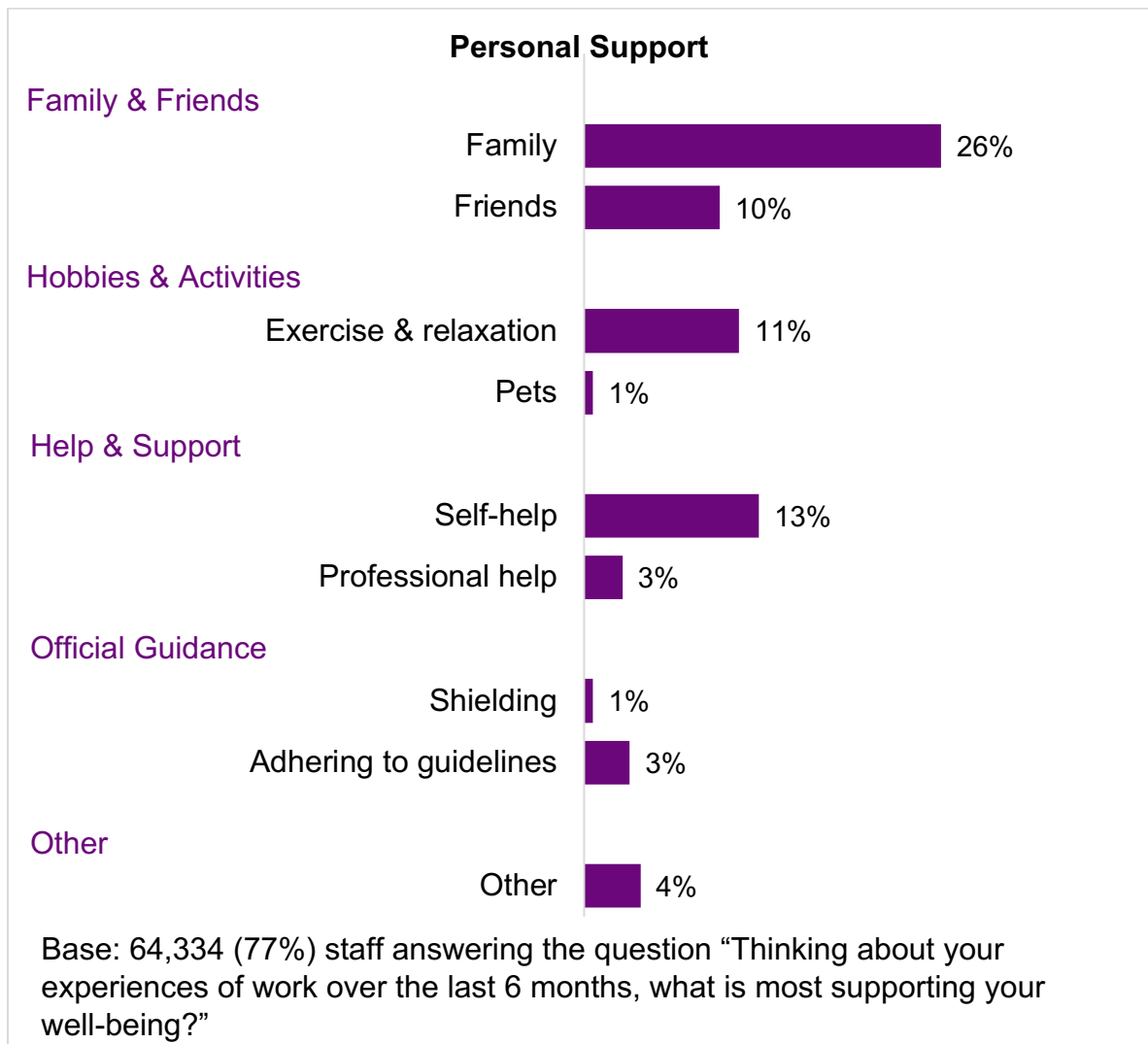


Base: 64,334 (77%) staff answering the question “Thinking about your experiences of work over the last 6 months, what is most supporting your well-being?”



## Personal Support

Staff are largely supported by family and friends with various forms of exercise and relaxation also important. Some staff talk of making use of self-help techniques and their own resilience, whilst others have turned to professional support.





## The impact of COVID-19

As noted, the primary concerns shared by staff in response to the open question (“Thinking about your experiences of work over the last 6 months, what are you currently most worried about?”) are around COVID-19 itself. In particular, staff say they are worried about the threat of a ‘second wave’ (41%) and the impact that will have both at home and at work. At the time of the fieldwork (September 2020), the second wave was a future concern for staff, but at the time of writing this report it is a reality.

Staff talk of their own fatigue and that of their colleagues and the worry that brings in terms of resilience to cope with the second wave.

35% of staff responding to the open question, note worries around catching COVID-19 themselves, or of passing it on to their family or colleagues.

## Future Uncertainty

As a result of the uncertainty around the situation and the path that COVID-19 will take over the coming months, many staff (15% of those answering the open question about their worries) express anxiety and concerns around the future. Staff are clearly worried from both a personal and professional perspective around what the future ‘normal’ will be.

## Resilience

For many staff, resilience comes through a combination of elements, across both work and home life, colleagues, family and friends. Some staff (1% of those answering the open question about sources of support) specifically mention resilience when talking about what has supported them thus far through the COVID-19 pandemic. However, a few staff (<1% of those answering the open question about their worries) specifically mention concerns around staff resilience, typically in the context of the second wave of COVID-19.

The challenges brought to both home and work life are illustrated well through the following Staff Experience Stories from NHS Greater Glasgow and Clyde where staff in many different roles talk openly about the new workplace challenges and pressures and the impact on their home life.

The role of the National Wellbeing Hub is also highlighted by staff and the summary following illustrates the value of this resource.

## Life on the Front Line

NHS Greater Glasgow and Clyde staff share a series of personal experiences through COVID, telling their stories of 'Life on the Front Line' These stories are from a broad spectrum of staff, with each talking about the challenges they have faced and their coping strategies. Most talk of the hardship of not being able to see or hug family members and of coping with increased workload and changed work practises. Individual films can be viewed via these links:

- [Domestic Assistant](#)
- [Acute and Stroke Consultant, redeployed](#)
- [Advanced Speech and Language Therapist, redeployed](#)
- [Volunteer](#)
- [Lead Midwife](#)
- [Operations Nurse Manager](#)
- [District Nurse](#)

## NHS Greater Glasgow and Clyde

## Wellbeing Hub

The National Wellbeing Hub ([www.promis.scot](http://www.promis.scot)) was set up to enable people, wherever they work in the health and social care system, to build on their strengths and look after themselves better.

The project team recognised the link between staff well-being, patient safety and good quality care. The site provides a psychological toolkit, developed by a collaborative team (PRoMIS) who sourced the best available resources under the principles of Psychological First Aid (PFA). Support extends the workplace to needs at home and provides information for family, friends and colleagues. In its first six months of operation the Hub has been accessed over 50,000 times.

## Patient/Client Care

Throughout the Pulse Survey and the Staff Experience Stories shared, patient/client care is to the fore. 15% of staff who answered the qualitative question about their worries, comment on current patient/client care and 11% mention future patient/client care among their worries.

Aspects of patient/client care referenced by these staff include concerns around lack of face-to-face contact, care for vulnerable people in the community, non-urgent cases not being referred and patients/clients not coming forward for treatments. In the context of future patient/client care staff also mention worries around potential waiting times and patient/client backlogs.

For 2% of staff responding to the open question, looking after patients is a source of support for them. Several stories explore ways in which staff have developed creative solutions to the challenges facing patients/clients and their families. The NHS Tayside Smile Behind the Mask project was designed to make patients feel more at ease during extended radiotherapy treatment and the film from the ICU team provide support and reassurance to patients and their families.

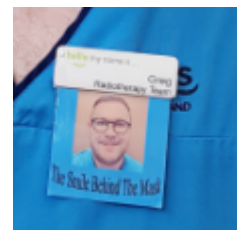
### **Story: The Smile Behind the Mask**

“In our small Radiotherapy department, we are proud of the rapport we build with all our patients during the course of their Radiotherapy treatment, which can sometimes be over a 6-week period. This everyday communication, be it words or a gentle reassuring smile helps build a strong emotional connection with our patients, not only helping them come to terms with their diagnosis but encouraging openness and trust between patient and professional.

However, with the donning of face masks, the change in patient and staff dynamic was clear to see. Patients were unable to recognise staff members as most of our faces were hidden. That encouraging smile and look of recognition and reassurance was no longer visually apparent.

We came together to create a template with a photograph showing a smiling member of staff without their mask with their name below. The 'smile behind the mask' badge was such a simple yet effective concept to help patients identify with staff and bridge the gap, where patients were missing that facial expression and staff interaction. “

**NHS Tayside**



### **Our Message to the People of Tayside**

An ICU multi-disciplinary team put together a [video](#) in which staff signpost the support that is available to families and the end of life care the team provides. The film powerfully conveys key messages around treating patients with dignity and respect and “holding their hands and telling them they are loved”.

**NHS Tayside**



**North Lanarkshire HSCP** team put forward 5 stories, 4 of which illustrate work done to support patients in the community.

One team provide practical support for vulnerable people in the rural community around Coatbridge. The illustration in the story is just one example of how the team helped an individual cope through the difficulties of lockdown:

#### **Glenboig Development Trust Averting a Crisis**

“We’re supporting vulnerable people across the area with food and/or medicines deliveries and wellbeing/befriending calls. We’re also working with partners across Coatbridge to coordinate this.

Both staff and volunteers worked collectively during the COVID-19 restrictions to respond to the community’s needs and ensure continuity throughout the period.”

**NHS Lanarkshire North HSCP**

The same HSCP provide a second illustration of support in the community, through the work of the Motherwell Rehab Team. This story also notes the benefits for the staff involved through empowerment and upskilling.

In response to staff concerns for the welfare of their service users, the team adapted their approach and note that many of the changes will remain in the future:

#### **Wishaw Locality Support Service - Making a difference**

The service set up support strategies for staff and service users (social media platforms, shared well-being walks, through the window meet-up’s) to protect their mental health. The team also developed new systems such as daily contact across the teams to make sure staff stayed connected and could share their thoughts about how the service could continue to be purposeful.

**NHS Lanarkshire North HSCP**

Following is a story from NHS Lothian, one of several examples of “COVID-trees” on which staff and patients have been able to share their feelings:

### **The COVID Tree – Ward 208, Royal Infirmary of Edinburgh**

“Ward 208 at the Royal Infirmary of Edinburgh added the Covid Tree to their ward following the success of the Scotland-wide “What Matters to You” campaign.

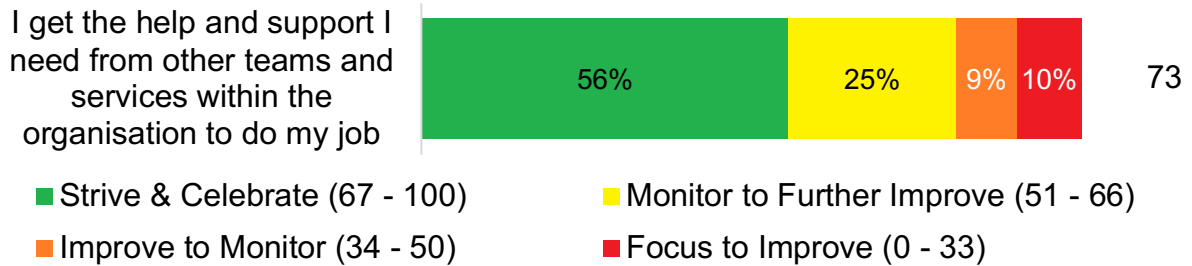
Following the success of this campaign, the team looked for a way to take this on to the next level whilst adding a visual aid for all to see within the ward. The Covid Tree was considered an opportunity to reflect upon the feelings and thoughts of both patients and the team at this difficult time and a box of paper leaves and apples was made available next to the tree for patients and team members to add to the branches of the tree.”

### **NHS Lothian**



## Collaborative Working

The survey included the iMatter component “I get the help and support I need from other teams and services within the organisation to do my job”. In the Everyone Matters Pulse Survey a score of 73 was achieved, 2 points higher than in 2019 iMatter. This illustrates the strength of cross-team collaboration over recent months.



Colleagues and teams at work have been very important in supporting staff well-being through the COVID-19 pandemic. 36% of staff answering the open question about support, mention their colleagues and 19% mention their team or the teams they work with. Many comments from staff emphasise how the sense of teamwork has extended across new teams brought together through redeployment, cross-team working and/or new tasks and responsibilities. 7% of staff answering the open question about worries mention teamwork difficulties or lack of support across teams.

## Individual Boards

Across the Geographic Boards NHS Shetland and NHS Grampian score highest for cross-team help and support. The table following shows scores for individual Boards and differences from the iMatter 2019. Three Boards have seen a 3-point improvement in this measure from last year (NHS Grampian, NHS Fife and NHS Highland).

Geographic Boards	I get the help and support I need from other teams and services within the organisation to do my job	Difference Pulse Survey 2020 to iMatter 2019
NHS Ayrshire & Arran	74	+2
NHS Borders	72	+2
NHS Dumfries & Galloway	72	+1
NHS Fife	74	+3
NHS Forth Valley	72	+2
NHS Grampian	75	+3
NHS Greater Glasgow and Clyde	72	+1
NHS Highland	72	+3
NHS Lanarkshire	74	0
NHS Lothian	73	+1
NHS Orkney	72	0
NHS Shetland	76	+1
NHS Tayside	72	+2
NHS Western Isles	71	-1

The words from NHS North Lanarkshire HSCP also illustrate the humility of staff and their commitment to supporting each other through the COVID-19 pandemic.

### Circle of Care – “Just Doing our Job”

“There are many, many, stories of small acts of kindness and compassion that symbolised the commitment NHS staff had for providing support to each other, regardless of their profession, job role and indeed even their deployed role.

They went above and beyond consistently during Covid ...working more hours, taking colleague’s washing home, buying refreshments, changing shifts

What we are very aware of is the significant number of staff who have worked more hours than they were meant to, reached out more than they were required to, and provided resources beyond their remit to ensure staff had their basic needs met and psychological first aid whenever this was required. **It was a circle of care - everyone care for each other on the ground.”**

**NHS Lanarkshire North HSCP**



Staff view collaborative working as one of the good things that has come through the COVID-19 pandemic. There are stories of how teams have worked together effectively through the COVID-19 pandemic, as illustrated by this example from NHS Dumfries & Galloway:

**Story: SWEETS!**

“The group was made up of staff from right across the Partnership: ODL, Medics, Spiritual Care, Psychology, AHP’s, Catering, Staff Side, HR, Local Authority, Occupational Health, Clinical Education, Public Health and more! The team had a weekly lunch time meeting on Teams, the ‘highlight of the week’! “

*“It was such an eclectic group, gave such a different perspective. Lent itself to some creative ideas, brainstorming sessions, the group come up with great ideas outside of the box, which if we had been one staff group we probably wouldn’t have come up with”*

*“With the breadth of experience and knowledge in the group, you just felt you could ask anything and the collective would have come up with an answer; we were valued for our individuality in that group. We had the same end vision, but with different ideas of how to get there but we were all listened to”*

**NHS Dumfries & Galloway**

The example below from NHS Forth Valley shows the benefit of cross-team working both for team members and the community they support, in this case care homes. The team was able to provide a single phone number giving care home staff rapid access to the support they needed. The CHART team also proactively called each care home daily. Feedback from the care homes was overwhelmingly positive.

**Story: Care Home Assessment & Response Team (CHART)**

“In April a decision was taken to co-ordinate the support for care homes in Forth Valley through a dedicated multi-professional and multi-agency team called CHART (Care Home Assessment and Response Team). This CHART team was formed of different professionals that included GPs, social care workers, palliative care specialist nurses and Advanced Nurse / Paramedic Practitioners.

Coming together from so many different disciplines, as a new team was a challenge. However, the depth and breadth of the health and care experience within this new team was immediately evident. There was a clear common purpose which immediately focused minds.”

**NHS Forth Valley**



Among the National Boards, NHS Education for Scotland has the highest score for “I get the help and support I need from other teams and services within the organisation to do my job”. Scottish Ambulance Service and NHS Education for Scotland have seen the biggest increase in this score, both 5 points higher than in iMatter 2019.

National Boards	I get the help and support I need from other teams and services within the organisation to do my job	Difference Pulse Survey 2020 to iMatter 2019
Healthcare Improvement Scotland	77	+4
NHS 24	74	+1
NHS Education for Scotland	81	+5
NHS Golden Jubilee	71	-2
NHS National Services Scotland	75	+3
Public Health Scotland	73	N/A
Scottish Ambulance Service	65	+5
The State Hospital	71	-1

The following story from Scottish Ambulance Service illustrates how staff have come together to support the health and well-being of those they work with.

### The SAS Bloggers

“Dan volunteered to start a wellbeing blog with the aim of engaging others in the Service to start a conversation about wellbeing. His blog was written from the heart, sharing his personal experiences with both humility and humour that resonated with us and our everyday work in the Scottish Ambulance Service. We were inspired to contribute ourselves and one by one we joined and formed a small and enthusiastic team called ‘The SAS Bloggers’.”

“I’m so thankful for this blog. It has reminded me to check in with myself, my partner and other parents.”

“Really helpful insight into how we are feeling and the need to be kind to ourselves and to each other”

**Scottish Ambulance Service**

Healthcare Improvement Scotland performs well in teamwork with a score of 77 for “help and support from other teams and services”, 4 points higher than iMatter 2019.

With many staff from this Board working from home during the COVID-19 pandemic there is considerable risk of teamwork suffering. However, the organisation focused on maintaining communications in the virtual world through adapting the established ‘huddle’ approach. Early teething issues with technology were overcome and huddles took place with 200+ staff joining each one.

This also illustrates the wider importance of technical support, through virtual meetings and online communications, that has helped staff working from home to remain connected with their colleagues.

### **Come together: how we kept on huddling in the virtual world**



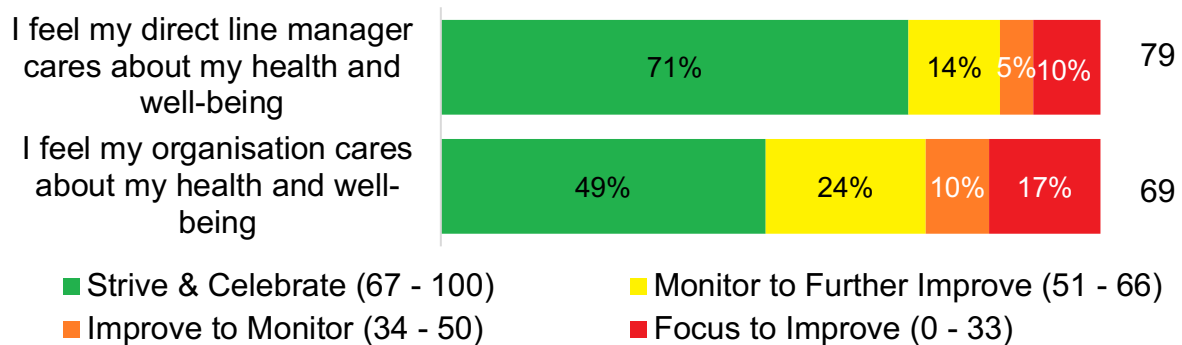
I feel like our huddles have been redefined during lockdown. They now give us a chance to unite as one organisation, if only for 45 minutes. We don't get the facial cues, the spontaneity or the visual feedback, but we do have the ability to ask questions and make comments in what feels like a safe space.



**Healthcare Improvement Scotland**

## Management and Leadership

Two iMatter metrics refer to the extent to which line management and the organisation care about staff health and well-being. It is notable that the two metrics are the highest and lowest scoring of all those included in the Pulse Survey. Staff are very positive about their line manager's role in supporting their well-being but less so about the organisation's role.



Compared to 2019, iMatter, the line manager rating on the Everyone Matters Pulse Survey 2020 is 5 points lower, whilst the organisation rating is 1 point lower.

### Line Managers

Across the areas of worry and support identified by staff, line managers feature strongly with 19% of staff who answered the open question about support, talking about their line managers and 9% of those answering the open question about worries referencing line managers. Line managers who are supporting their staff are doing so by demonstrating empathy, offering practical and emotional support to their team. Typically, it is the lack of open and timely communication and information from line managers that causes worry for staff.

### Senior Management/Leadership Teams

As noted above, the organisation caring for staff health and well-being is the lowest rated measure and some staff are critical of how they perceive senior management have handled the COVID-19 pandemic. 6% of staff answering the open question say senior management or leadership issues have caused them worry. Often it is a lack of clear and timely communication, visibility of leadership teams or conflicting/ changing information that lead to staff worries.

It may be that some issues are outside of management control as COVID-19 is a novel and evolving situation and so many decisions adapt and change as the pandemic progresses. This doubtless leads to changes and even reversals of decisions taken and clearly increases the challenge for leadership teams when communicating with staff.

There are also examples of how staff feel they have been supported by senior management. 2% of staff responding to the question about sources of support, talk about senior management providing support. This is typically through sharing of information, showing empathy to staff and communicating openly.

## Individual Boards

NHS Shetland and NHS Grampian have the highest scores for both line managers and the organisation caring about staff health and well-being.

<b>Geographic Boards</b>	<b>My direct line manager cares about my health and well-being</b>	<b>My organisation cares about my health and well-being</b>
NHS Ayrshire & Arran	79	70
NHS Borders	79	67
NHS Dumfries & Galloway	79	67
NHS Fife	79	69
NHS Forth Valley	77	66
NHS Grampian	81	72
NHS Greater Glasgow & Clyde	78	67
NHS Highland	79	68
NHS Lanarkshire	80	70
NHS Lothian	79	69
NHS Orkney	77	68
NHS Shetland	81	74
NHS Tayside	78	66
NHS Western Isles	78	65

Among the National Boards NHS Education for Scotland and Healthcare Improvement Scotland score highly for both line manager and the organisation caring about health and well-being. Public Health Scotland also has a high score for line managers, but performs less well for the organisation, perhaps reflecting the newness of the Board structure.

Scottish Ambulance Service has the lowest scores of all Boards for both measures.

<b>National Boards</b>	<b>My direct line manager cares about my health and well-being</b>	<b>My organisation cares about my health and well-being</b>
Healthcare Improvement Scotland	87	82
NHS 24	83	70
NHS Education for Scotland	88	82
NHS Golden Jubilee	76	64
NHS National Services Scotland	84	77
Public Health Scotland	87	76
Scottish Ambulance Service	71	59
The State Hospital	78	66

Healthcare Improvement Scotland and NHS Education for Scotland have the highest scores for 'my organisation cares about my health and well-being'. Healthcare Improvement Scotland, have seen the greatest increase from iMatter 2019 and have reflected on actions taken that are believed to have contributed to this score:

**Healthcare Improvement Scotland** moved rapidly to enable all staff to work from home from c.18<sup>th</sup> March. Since this date there has been clear and consistent messaging throughout in respect of well-being from the Board and the Executive Team

- Via regular email updates, virtual all staff Huddles conducted via MS Teams
- Specific initiatives such as the Sleeposium (led by Dr Colin Espie), Wellbeing Drop-in sessions, Randomised Coffee Trails, Step Challenges, Action for Happiness daily prompts
- Recognition of the importance of general 'chat' such as sharing individual interest and events via our local intranet arrangements on the Source
- A bespoke 'local' survey and follow-up focus groups were conducted within weeks of lock down, asking staff how they were adapting
- Ensuring staff have the appropriate equipment to allow them to work effectively at home
- Shared a range of staff blogs with the organisation which cover individual experiences in different roles both internal and external to the organisation

**NHS Education for Scotland** have explored in depth what is contributing to their staff feeling the organisation cares about their well-being. Again, the Board successfully transferred staff to home working. In June they carried out a Staff survey, the results of which have driven actions around communications and listening, Line Manager support, psychological well-being and technical/ digital/ practical support.

## Communication

Communications are an area of concern noted by 4% of staff and an aspect of support for 2% of staff answering the open questions. Communication is not just about sharing work related information; it is about staying in touch with people and there are many stories that reference communication activity including the example below from NHS Lanarkshire:

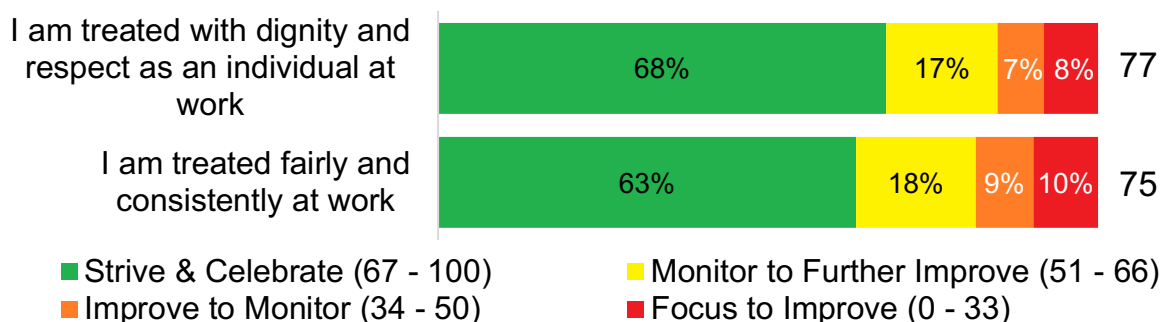
### **Keeping Connected – laughter through the challenges**

The **Organisational Development Team** in the HR Directorate recognised both the need to stay connected and the 'heavy' nature of so many of their virtual meetings. They therefore introduced a light-hearted quiz to the end of their weekly team meetings to support the sense of team spirit and to provide "ten minutes of escapism from reality – to allow the team to laugh together."

#### **NHS Lanarkshire**

## Treatment at Work

This chapter explores staff opinion of how they are treated at work, initially looking at the iMatter components included in the Pulse Survey, before exploring key themes from the qualitative questions in more detail.



Two-thirds of staff score how they are treated as 'Strive & Celebrate'. However, both measures have declined by 6 points from iMatter 2019, indicating that the COVID-19 pandemic may have negatively impacted how some staff feel they have been treated.

Among staff answering the open question about their worries, 3% refer to how they have been treated at work. Comments often relate to inconsistency or unfairness in how staff are treated. Topics raised by staff include bullying or harassment that they, or their colleagues, feel they have experienced. Other aspects of treatment at work commented on by staff include a lack of empathy or respect from other staff.

Across the Geographic Boards, staff in NHS Shetland are most positive about how they are treated. Among the National Boards, NHS Education for Scotland staff are the most positive. When comparing to iMatter 2019 data the largest negative movements are in The State Hospital and NHS Golden Jubilee:

- "I am treated with dignity and respect as an individual at work"
  - The State Hospital down 11 points in 2020 from 84 to 73.
  - NHS Golden Jubilee down 9 points in 2020 from 82 to 73.
- "I am treated fairly and consistently at work"
  - The State Hospital down 12 points in 2020 from 82 to 70.
  - NHS Golden Jubilee down 10 points in 2020 from 81 to 71.

All Board level Pulse Survey data is provided in [Appendix 10](#).

## Redeployment

Redeployment to other roles was widespread through the COVID-19 pandemic, with 18% of staff who said they had experienced change having been assigned to a different team, Directorate or Board and 14% to a different role within their team. For some staff the experience of redeployment has caused worry, with 1% specifically mentioning it in the open question about their worries. Staff comments include reference to lack of skills and experience for the role deployed to, or that the deployed role does not make full use of their skillset. For others, redeployment has had a positive impact on their career and personal development. In the open question other staff mention support they have had during their redeployment from staff around them.

As the story below illustrates, for many staff the changes to working arrangements and redeployment to other roles has had positive benefits:

### **Daring to Succeed Dental Services Team Work!**

“Where previously to a large extent, GDP and PDS worked in silos, we have come together to work side by side, triaging and treating patients seven days a week across the three UDCCs. Several benefits are identified by the team:

- From the softer side you have the strengthened relationships and compassionate approach to provision of urgent dental services in a time of crisis.
- Lightbulbs ‘switching on’ where once was a lack of knowledge around services and ‘what we were all about’ to a visible respect for one another and what each of our teams can bring to patient care
- Desire from staff to further build on this as we move forward”

**NHS Ayrshire & Arran HSCP East**

## Career Development

In response to the open question about worries, 3% of staff express concern that the COVID-19 pandemic is damaging for their career. This may be a direct or indirect result of the changes to working practices or redeployment to other roles. These concerns highlight the need to continue to support career development in order that staff do not feel they are being restricted because of emergency COVID-19 measures. Linked to this is a concern among 4% of staff who say, in the open question, that they are not able to fully use their skillset. Again, this is typically either because they are not using all their skills as their current role has been impacted by the COVID-19 pandemic response, or they have been deployed to another area away from their core skillset.

Conversely, for many staff there have been opportunities to develop personal and professional skills through the COVID-19 pandemic as illustrated in many Staff Experience Stories including several from Foundation Interim Year 1's who started their careers before finishing their university courses.

### **Medical Directorate – FiY1 Reflective Group**

The Medical Directorate worked to support interim foundation doctors during the Covid pandemic by setting up weekly reflective practice groups. FiY1s said the sessions had provided “a forum to meet their peers and to normalise the difficulties they were experiencing.”

**NHS Lanarkshire**

### **Foundation Year 1 Experiences**

**Two NHS Forth Valley FY1 doctors** tell their personal stories on film, talking about the challenges and daunting nature of starting their careers early. They also talk of the support they had from others and the learning and impact it will have on them long into the future.

**NHS Forth Valley**



## The Workplace

As noted previously, through the COVID-19 pandemic 74% of staff have experienced changes to their job role or work environment. The most mentioned change was around working from home more than normal (42% of those who experienced change).

### Working from Home

Many staff working from home have found the experience positive, with 9% of staff answering the open question, saying it has been an aspect of support for them. For others it has brought challenges, with 12% of staff answering the open question saying it has been a cause of worry for them. As well as practical challenges around space and quiet areas to work at home, staff also mention missing human interaction and some talk of loneliness and isolation.

The IT support required for working from home is mentioned by staff as a positive for some and a source of worry for others. 2% of staff answering the open question, talk about the role of MS Teams and other technical support in enabling teams to still meet and for those meetings to be not just work, but also a chance to interact more socially. However, 14% of staff responding to the open question, mention IT challenges as a worry area, often associated with setting up to work from home, internet connections and maintaining virtual contact with colleagues.

The two stories below illustrate the positive value of virtual connections across dispersed teams:

#### **Occupational Therapy Team**

“NHS Western Isles Occupational Therapy Team saw lockdown open up opportunities to access learning that was never available before. It also allowed us to join meetings with colleagues nationally with the use of Webinars and Teams where travel would have previously restricted this access.

To connect, prioritise work and support each other as a team, Zoom and Microsoft Teams were utilised to connect with one another in Occupational Therapy Huddles.”

**NHS Western Isles**

#### **eHealth Department – Above & Beyond**

“A huge effort was achieved by the staff with the rapid acceleration of products and services, e.g. MS Teams, an increase in remote access, the deployment of laptops to enable home working and additional telephony, whilst maintaining business as usual activities.”

**NHS Lanarkshire**

## Flexible Working

Flexible working arrangements, where possible to implement, have clearly helped staff to balance their work commitment and greater family demands, often because of shielding and/or children not at school. 6% of staff responding to the open question about support, refer to flexible working arrangements and the positive impact that has had on their work-life balance.

## Feeling COVID-19 Safe at Work

Both for those remaining at their place of work through the COVID-19 pandemic and those looking towards returning to their workplace, there are worries for staff.

12% of staff answering the open question, have worries around feeling COVID-19 safe at their place of work. Most often mentioned are worries relating to social distancing, particularly around the difficulties of being able to effectively social distance due to lack of space, for example in communal areas or through the volume of people in those areas. Staff also express concerns around whether other people (staff or patients/clients) will observe the social distancing rules.

Other topics mentioned in this theme are around the level of cleaning and sanitising that is being done and some mentions of the need for screens in certain areas, for example, at reception desks.

Similar concerns are expressed by those who have been working from home as they look towards returning to the workplace. 11% of staff answering the open question, reference worries about returning to the workplace and many of these staff express a desire to continue with some flexibility to work from home in the future. There are some heightened concerns mentioned by staff working in the community around their need to visit patient's/client's homes and other locations where COVID-19 measures may not be fully implemented.

## Public Transport

One consideration for Health and Social Care, though something that is beyond the organisation's direct control, is staff worry over the use of public transport. 1% of staff answering the open question on their current worries, raise concerns about the need to travel by public transport. This adds an additional level of worry for staff returning to the workplace and continues to be relevant to those who have been in their workplace throughout the COVID-19 pandemic.

A story from the Health Protection Team at NHS Forth Valley shows how, through working with other community organisations, a transport solution was found, that may also have a wider positive well-being impact:

### **Supporting staff and patients to cycle throughout COVID**

“Local Active Travel Hubs (collectively part of Forth Environment Link) made a very kind and generous offer to staff to borrow their eBikes to work during lockdown.

All bikes were quickly taken up and a huge waiting list formed, so the team applied for funding with support from FEL. Two bids worth a total of £55,000 for bikes, bike vouchers and D locks were successful.

The team now have another brilliant opportunity of free TACTRAN cycling training available to staff, family, friends, patients and their family and friends. This is currently being promoted to staff.”

Alongside this initiative the Health Promotion Officer also developed a “Physical Activity for All During COVID e-bulletin”.

**NHS Forth Valley**

## Workload and Job Security

Workload concerns are mentioned by staff responding to the open question about their worries, for some in the context of having too much work and for others concerns for their future employment.

### Workload

15% of staff answering the open question, say they are worried by their excessive workload and 7% believe staff shortages are an issue. Staff also mention the overall volume of work and additional complications caused by COVID-19 measures. For staff with workload concerns this often converts into concerns around work-life balance and the impact on their family.

Several stories illustrate how Boards, teams and individuals are supporting staff in balancing work and home:

#### Employee Voices

Support for a shielding member of staff from others:

“going miles out of their way doing my shopping each.. throwing in sweets, treats and flowers when they thought I might like something special .. forever keeping in touch to make sure I was okay ..and what they could do for me with such grace and good humour”

**NHS Forth Valley**

#### SWEETs Team

The team developed a range of tools to help staff manage work and home pressures:



**NHS Dumfries & Galloway**

### Job Security

10% of staff who answered the question about worries, have concerns around job security, often because they are on fixed-term contracts or have been working on COVID-19 projects and are unsure what will happen when those come to an end.

## Pride

Throughout the survey there is evidence of the pride and sense of achievement that many staff feel. Though the iMatter component rating is 3 points below the 2019 score, over two-thirds of staff score their sense of achievement at work as 'Strive and Celebrate'.




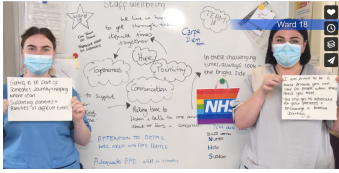

- Strive & Celebrate (67 - 100)
- Monitor to Further Improve (51 - 66)
- Improve to Monitor (34 - 50)
- Focus to Improve (0 - 33)

Across the Boards NHS Shetland is the highest scoring Geographic Board (82).

Geographic Boards	My work gives me a sense of achievement	Difference Pulse Survey 2020 to iMatter 2019
NHS Ayrshire & Arran	78	-3
NHS Borders	77	-4
NHS Dumfries & Galloway	78	-2
NHS Fife	78	-3
NHS Forth Valley	78	-2
NHS Grampian	79	-3
NHS Greater Glasgow and Clyde	77	-3
NHS Highland	78	-2
NHS Lanarkshire	79	-3
NHS Lothian	79	-3
NHS Orkney	80	-4
NHS Shetland	82	-3
NHS Tayside	77	-4
NHS Western Isles	79	-3

The sense of achievement and pride is illustrated very well in the NHS Lothian video:

**Proud**  
 'Proud' a video from the staff at St John's Hospital, Livingston  
<https://vimeo.com/425181559>

**NHS Lothian**

Among the National Boards, NHS Golden Jubilee (76) and The State Hospital (75) have both low Pulse Survey scores that are also notably lower than in iMatter 2019.

<b>National Boards</b>	<b>My work gives me a sense of achievement</b>	<b>Difference Pulse Survey 2020 to iMatter 2019</b>
Healthcare Improvement Scotland	76	-2
NHS 24	78	-2
NHS Education for Scotland	81	-3
NHS Golden Jubilee	76	-6
NHS National Services Scotland	79	+1
Public Health Scotland	78	N/A
Scottish Ambulance Service	77	-2
The State Hospital	75	-5

NHS National Services Scotland is the only Board that has increased its score for 'sense of achievement', from 78 in iMatter 2019 to 79 in the Pulse Survey. Through the COVID-19 Pandemic NHS National Services Scotland has run several vital and highly visible projects, as illustrated below, that would likely promote a sense of achievement among staff involved.

### **Safeguarding Scotland's NHS during COVID-19 - NHS Louisa Jordan**

The NHS Louisa Jordan is a key part of NHSScotland's preparations in response to the COVID-19 pandemic. The temporary hospital, built in less than three weeks, is an impressive example of teams coming together to deliver the seemingly impossible through collaboration, focus and problem solving.

[Constructing the Louisa Jordan](#)

### **Supporting COVID-19 testing and Test and Protect**

A collaborative approach has been at the heart of work to enable nationwide access to COVID-19 testing and increasing testing capacity across Scotland – with teams across NSS working closely together across the organisation and with external partners to deliver this vital work: [Work around Testing](#)

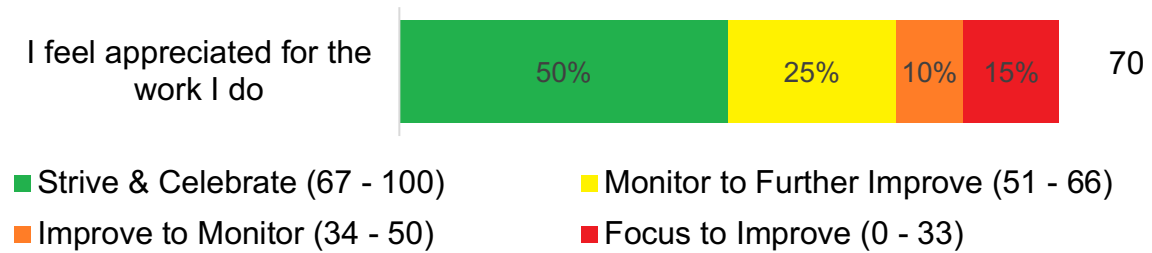
### **Enabling healthcare and protecting our workforce during a global pandemic**

Adaptable, collaborative, innovative – three words that aptly describe our National Procurement (NP) team who have once again demonstrated the immeasurable value they add to Scotland's NHS – this time through their response to COVID-19. As of September 2020, we've delivered over 522 million items of PPE to health and social care throughout Scotland, as well as vast quantities of critical ICU and clinical care items. [10 flights](#)

### **NHS National Services Scotland**

## Appreciation

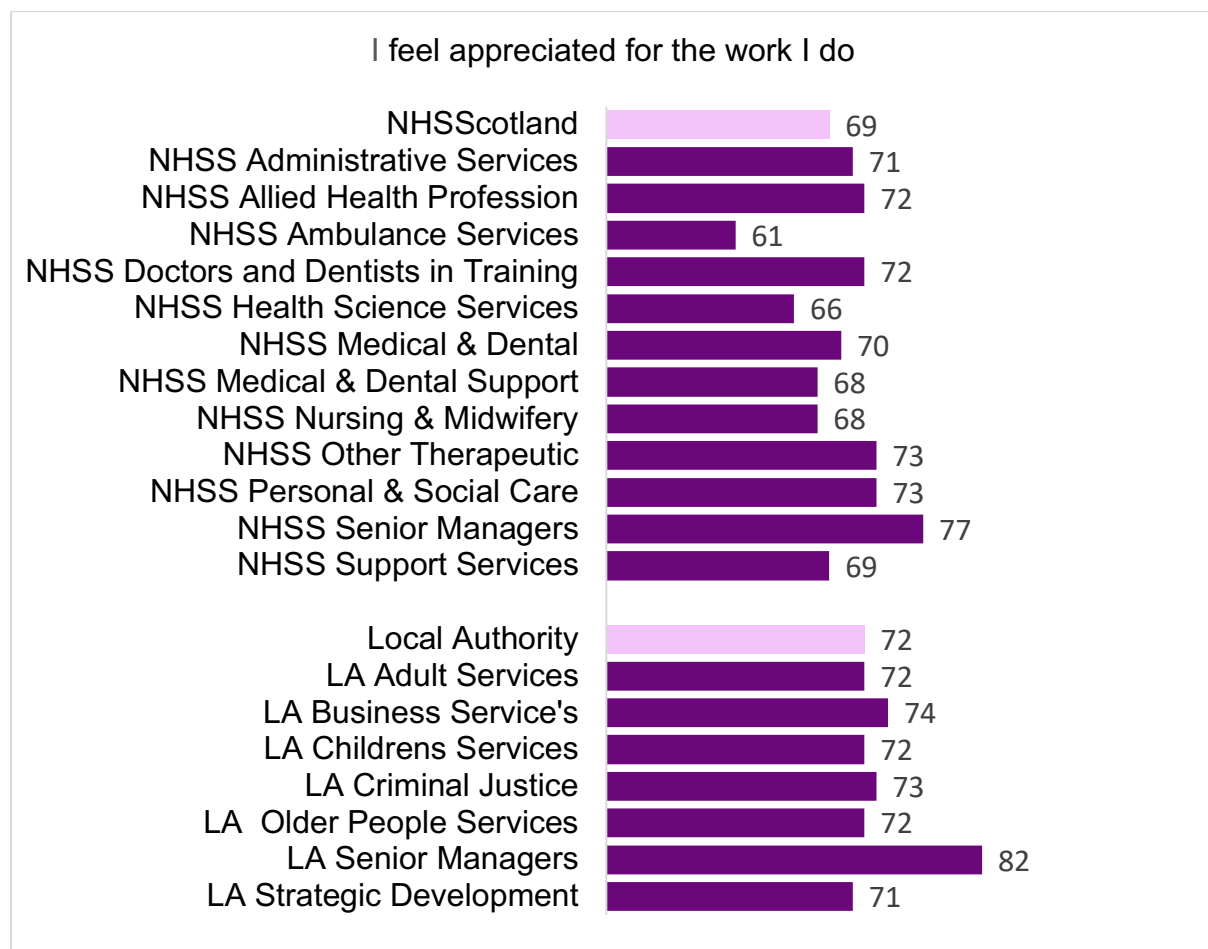
Half of all staff score 'Strive and Celebrate' for feeling appreciated, however the score of 70 is 4 points lower than in iMatter 2019



## Staff Groupings

Across the staff groupings there is considerable variation in the extent to which staff feel appreciated for the work they do, particularly across NHSScotland staff groupings. Those in NHSS Ambulance Services feel least appreciated of all staff groupings.

Senior Managers both in NHSScotland and Local Authorities are most likely to feel appreciated, scoring considerably higher than all other staff groupings.





Many stories highlight the role of the community in supporting Health and Social Care staff and three are illustrated below:



### **Maria's Story**

Maria is a Spanish nurse who talks openly about the challenges of her role. She explains how her cycle to and from work is part of her coping strategy. Maria found great comfort and support from the public show of support for Health and Social Care staff through the 'Thursday Clap'

Her story is told in [this film](#)

**NHS Lothian**

### **When a smile, a cuppa and a space to breathe is just what's needed**

Project Wingman is a group of current and former aircrew from all corners of aviation, United by our profession and dedicated to serving our NHS staff now and in the future. We provide space to unwind, de-compress and de-stress before, during and after hospital shifts, in support of staff wellbeing.

Since NHS workers give first class treatment to their patients, our 'First Class Lounges' are our way of giving NHS staff the treatment they deserve.

**NHS Lothian**



### **Outdoor Wellbeing Space for Staff at East Lothian Community Hospital**

Staff at East Lothian Community Hospital now have access to an attractive and comfortable outdoor space thanks to charitable funds received from Edinburgh and Lothian's Health Foundation



**NHS Lothian East HSCP**



Many of the Staff Experience Stories share a sense of community, through volunteers, corporate support and the wider public, both in terms of help provided to Health and Social Care and through staff giving back. Two examples of this come from NHS Greater Glasgow and Clyde celebrating the work of NHS Volunteers and the Land's End to John O'Groats trip to raise funds for the Glasgow Association of Mental Health.

### **Volunteer Guard of Honour**

Staff at Glasgow Royal Infirmary, Queen Elizabeth University Hospital, and Royal Alexandra Hospital lined up in traditional fashion to celebrate the hard work and dedication of volunteers who have worked across the service in a variety of roles including:

- Staffing the Give and Go drop off points, which enabled friends and relatives to drop off essential personal items to patients during visiting restrictions. To date the team has delivered more than 12,000 parcels across sites, clocking up 3,000 hours of volunteer time.
- Welcoming staff, patients and visitors and signposting appropriately while ensuring everyone entering a hospital site used hand sanitiser.
- Distributing PPE to staff, patients and visitors throughout the pandemic.
- Distributing the many donations which flooded in from the public and from businesses

The video can be viewed here: [A Guard of Honour](#)

### **NHS Greater Glasgow and Clyde**

### **Thank you from ICU**

120 doctors, nurses, and pharmacists have pledged to collectively cover the same distance as Land's End to John O'Groats, by walking, running or cycling locally to say a huge thank you to the local community and further afield.

The team have so far raised £12,000 for Glasgow Association of Mental Health

### **NHS Greater Glasgow and Clyde**

## Appendices

1. [Everyone Matters Pulse Survey Questionnaire](#)
2. [Participation by HSCPs](#)
3. [Response Rates](#)
4. [Demographics](#)
5. [iMatter Calculations](#)
6. [National Benchmark Office for National Statistics Well-Being Data](#)
7. [Open Question Groups & Themes](#)
8. [COVID-19 Timeline](#)
9. [Staff Experience Stories List](#)
10. [Everyone Matters Pulse Survey Data](#)

## Appendix 1: Everyone Matters Pulse Survey Questionnaire

### Introduction

NHSScotland is committed to improving patient and public experience through enhancing our staff experience.

COVID-19 has changed our lives and placed exceptional demands on everyone working in health and social care. Your health and well-being is important. This survey is designed to better understand how you are feeling now and to find out about your experiences over recent months, both in the workplace and beyond. With your results, we hope to be better able to support you now and in the future.

This is an anonymous survey and responses will be collated to produce a directorate report. All answers collected will be treated with the utmost confidentiality and cannot be linked to any respondent. It will take about 10 minutes to complete.

The first section covers your overall well-being and the second section covers your experiences at work over the last 6 months (the 'COVID period').

Thank you for your time and co-operation.

**You look after us, so we'll look after you – see what's available on the National Wellbeing Hub [www.promis.scot](http://www.promis.scot)**

### Your well-being

The following four questions are about your feelings on aspects of your life. There are no right or wrong answers. For each of these questions please give an answer on a scale of 0 to 10, where 0 is "not at all" and 10 is "completely".

**Overall, how satisfied are you with your life nowadays?**

Not at all	1	2	3	4	5	6	7	8	9	10	Completely
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**Overall, to what extent do you feel the things you do in your life are worthwhile?**

Not at all	1	2	3	4	5	6	7	8	9	10	Completely
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**Overall, how happy did you feel yesterday?**

Not at all	1	2	3	4	5	6	7	8	9	10	Completely
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**Overall, how anxious did you feel yesterday?**

Not at all	1	2	3	4	5	6	7	8	9	10	Completely
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**The National Wellbeing Hub [www.promis.scot](http://www.promis.scot) and National Wellbeing Helpline For Staff 0800 1114191 are there to support all health and social care staff.**

24 hour / emergency services: [Samaritans](https://www.samaritans.org/) call free on 116 123 / <https://www.samaritans.org/>

**Your experience at work over the last 6 months (the 'COVID period')**

Please answer this question based on your experience during the COVID Period. By this we mean the time that you have been impacted by the pandemic based on your experiences at work. For many people that will be from March 2020, but for some it may be earlier or later than that.

**Thinking of your experience during the COVID-19 period (from March 2020) please tell us if you agree or disagree with the following statements**

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
I feel my direct line manager cares about my health and well-being. Please base your answer on the person who has line-managed you through the majority of the COVID period (this may not be your usual line manager)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my organisation cares about my health and well-being. Please base your answer on the Board/Directorate you have been working in for the majority of the COVID period	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am treated with dignity and respect as an individual at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am treated fairly and consistently at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work gives me a sense of achievement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get the help and support I need from other teams and services within the organisation to do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel appreciated for the work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend my organisation as a good place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**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):**

		1	2	3	4	5	6	7	8	9	10	
Overall, working within my organisation is a .....	Very Poor Experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Good Experience

**You look after us, so we'll look after you – see what's available on the National Wellbeing Hub [www.promis.scot](http://www.promis.scot)**

**Thinking about your experiences of work over the last 6 months, what are you currently most worried about?**


**Thinking about your experiences of work over the last 6 months, what is most supporting your well-being?**


**In the last 6 months, have you experienced change either in your job role or the environment you work in?**

- Yes
- No

**Which of the following have changed for you? (Select all that apply)**

- Working from home more than usual
- Working at a different location (e.g. different hospital, care home etc.)
- Reassigned to a different team
- Reassigned to a different directorate
- Reassigned to a different board
- Reassigned to a different role, but still in the same team
- Shielding at home (because I or other household members are clinically vulnerable)
- Staying away from home to protect my family
- Preschool children at home
- School age children at home
- Care responsibilities for another member of the household
- Loss of a friend or relative
- I have tested positive for COVID
- I have experienced physical or mental ill health (non-COVID)
- I have been furloughed
- Other household members furloughed

- Worsening of financial situation (e.g. household member job loss or reduced hours)
- Providing support for vulnerable relative (living elsewhere)
- Other (please specify) \_\_\_\_\_

### **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
- Doctors and Dentists in Training (Doctors & Dentists in Training)
- Health Science Services
- Medical and Dental
- Medical and Dental Support (Salaried GP, physician's assistant, theatre services, operating dept, dental technician, hygienist, dental & 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 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

## About you

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 is your Gender Identity?

- Male     Female     Non-binary     Prefer not to answer

### Do you identify as trans?

- Yes     No     Prefer not to answer

### What is your age?

- 16-20 Years     21-30 years     31-40 years     41-50 years  
 51-65 years     Over 65 years     Prefer not to answer

### Which of the following options best describes how you think of yourself?

- Bisexual  
 Gay / Lesbian  
 Heterosexual / Straight  
 Prefer to self-describe (please specify) \_\_\_\_\_  
 Prefer not to answer

### How would you describe your religious identity?

- Buddhist  
 Church of Scotland  
 Hindu  
 Jewish  
 Muslim  
 Pagan  
 Other Christian (please specify) \_\_\_\_\_  
 Prefer not to answer  
 Roman Catholic  
 Sikh  
 None  
 Other religion (please specify) \_\_\_\_\_  
 Prefer not to answer

**Which best describes your ethnic group or background?**

- African
  - African, African Scottish, African British
  - Other
- Arab, Arab Scottish, Arab British
- Asian, Asian Scottish or Asian British
  - Bangladeshi, Bangladeshi Scottish, Bangladeshi British
  - Chinese, Chinese Scottish, Chinese British
  - Indian, Indian Scottish, Indian British
  - Pakistani, Pakistani Scottish, Pakistani British
  - Other
- Caribbean or Black
  - Black, Black British, Black Scottish
  - Caribbean, Caribbean Scottish, Caribbean British
  - Other
- Mixed or Multiple Ethnic Group
  - Any mixed or multiple ethnic group
- White
  - Gypsy/ Traveller
  - Irish
  - Other
  - Other British
  - Polish
  - Scottish
- Other Ethnic Group
- Prefer not to answer

**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       Prefer not to answer

NHSScotland would like to thank you for taking the time to complete the survey. Your responses are anonymous and none of the answers you have given can be linked to you personally.

**Please remember the National Wellbeing Hub [www.promis.scot](http://www.promis.scot) has a range of resources to support physical and mental health. The Hub is regularly updated to support staff well-being.**  
2 4 hour / emergency services: [Samaritans](http://www.samaritans.org/) call free on 116 123 / <https://www.samaritans.org/>

[Return to Main Report](#)



## Appendix 2: Participating NHSS Boards and HSCPs

Health Board	HSCP	Approx. number of HSCP Local Authority staff
NHS Ayrshire & Arran	East Ayrshire	804
	North Ayrshire	821
	South Ayrshire	723
NHS Borders	Borders	182
NHS Dumfries & Galloway	Dumfries & Galloway	175
NHS Fife	Fife	1,427
NHS Forth Valley	Clackmannanshire & Stirling	568
	Falkirk	931
NHS Grampian	Aberdeen City	599
	Aberdeenshire	2,472
	Moray	1,822
NHS Greater Glasgow and Clyde	Glasgow City	3,945
	East Dunbartonshire	701
	East Renfrewshire	676
	Inverclyde	1,039
	West Dunbartonshire	1,446
	Renfrewshire	956
NHS Highland	Argyll and Bute	617
	Highland	261
NHS Lanarkshire	North Lanarkshire	2,195
	South Lanarkshire	1,722
NHS Lothian	East Lothian	558
	Edinburgh	1,096
	Midlothian	653
	West Lothian	931
NHS Orkney	Orkney	708
NHS Shetland	Shetland	757
NHS Tayside	Dundee City	680
	Perth and Kinross	661

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### Appendix 3: Sample and Response Rate Data

The table below contains details of response rates by method for each Board. The 'Sent surveys' figures include the 28,100 Health and Social Care Partnership staff invited to take part in the Pulse Survey.

	Sent surveys				Responses				Response rates			
	Email	Paper	SMS	Total	Email	Paper	SMS	Total	Email	Paper	SMS	Total
<b>Health and Social Care</b>	<b>170,190</b>	<b>22,747</b>	<b>3,847</b>	<b>196,784</b>	<b>78,815</b>	<b>3,936</b>	<b>905</b>	<b>83,656</b>	46%	17%	24%	<b>43%</b>
Healthcare Improvement Scotland	559	0	0	559	444	0	0	444	79%			79%
NHS 24	1,902	*	*	1,906	*	0	*	1,077	57%	0%	100%	57%
NHS Ayrshire & Arran	11,602	1,791	12	13,405	6,233	384	8	6,625	54%	21%	67%	49%
NHS Borders	3,187	324	0	3,511	1,314	82	0	1,396	41%	25%		40%
NHS Dumfries & Galloway	4,779	235	40	5,054	2,655	57	20	2,732	55%	24%	50%	54%
NHS Education for Scotland	1,370	0	0	1,370	814	0	0	814	59%			59%
NHS Fife	9,696	766	0	10,462	3,891	140	0	4,031	40%	18%		39%
NHS Forth Valley	7,620	388	278	8,286	3,427	65	56	3,548	45%	17%	20%	43%
NHS Golden Jubilee	1,815	111	0	1,926	805	39	0	844	44%	35%		44%
NHS Grampian	16,175	2,816	31	19,022	7,277	*	*	7,977	45%	25%	6%	42%
NHS Greater Glasgow & Clyde	39,473	6,938	1,081	47,492	16,979	660	424	18,063	43%	10%	39%	38%
NHS Highland	9,184	1,539	52	10,775	4,106	181	20	4,307	45%	12%	38%	40%
NHS Lanarkshire	11,478	1,917	2,262	15,657	5,875	610	326	6,811	51%	32%	14%	44%
NHS Lothian	24,552	4,237	60	28,849	11,267	793	37	12,097	46%	19%	62%	42%
NHS National Services Scotland	3,062	6	0	3,068	2,001	0	0	2,001	65%	0%		65%
NHS Orkney	1,230	458	0	1,688	579	100	0	679	47%	22%		40%
NHS Shetland	1,470	55	0	1,525	689	13	0	702	47%	24%		46%
NHS Tayside	13,485	968	28	14,481	5,787	102	9	5,898	43%	11%	32%	41%
NHS Western Isles	857	153	0	1,010	506	6	0	512	59%	4%		51%
Public Health Scotland	1,049	0	0	1,049	772	0	0	772	74%			74%
Scottish Ambulance Service	4,986	30	0	5,016	*	*	0	2,003	40%	3%		40%
The State Hospital	659	*	*	673	317	*	*	323	48%	38%	100%	48%

Note: \* denotes suppression of values where numbers are small, to protect confidentiality

## Appendix 3: Notes on Response Rate Data

### Surveys Sent

There are three Boards that have notable increases in the volume of staff being sent the survey:

- NHS Orkney, up from 741 in 2019 to 1,688 in 2020 (up 66%), primarily through inclusion of the HSCP for the first time.
- NHS Education for Scotland up from 815 in 2019, to 1,370 in 2020 (up 68%), from the addition of Doctors and Dentists in Training who were not previously included.
- NHS Forth Valley up from 6,398 in 2019, to 8,286 in 2020 (up 19%) as a direct result of including the Falkirk HSCP in the survey.

### Paper Surveys

12% of Everyone Matters Pulse Surveys were distributed on paper. This is a reduction from 14% of the 2019 iMatter surveys. In volume terms this is a reduction in paper surveys of 11% (from 25,464 in 2019 to 22,747 in 2020).

- Three Boards distributed no paper surveys (Healthcare Improvement Scotland, NHS Education for Scotland, and Public Health Scotland).
- NHS Fife more than halved the volume of paper surveys distributed, from 1,641 in 2019, to 766 in 2020.
- NHS Borders, NHS Dumfries & Galloway, and the Scottish Ambulance Service all reduced the volume of paper surveys distributed by over 30%.
- In contrast NHS Orkney increased from 5 paper surveys in 2019 to 458 in 2020, an increase from 1% of the total in 2019 to 37% in 2020. As noted above this is primarily through inclusion of the HSCP for the first time.

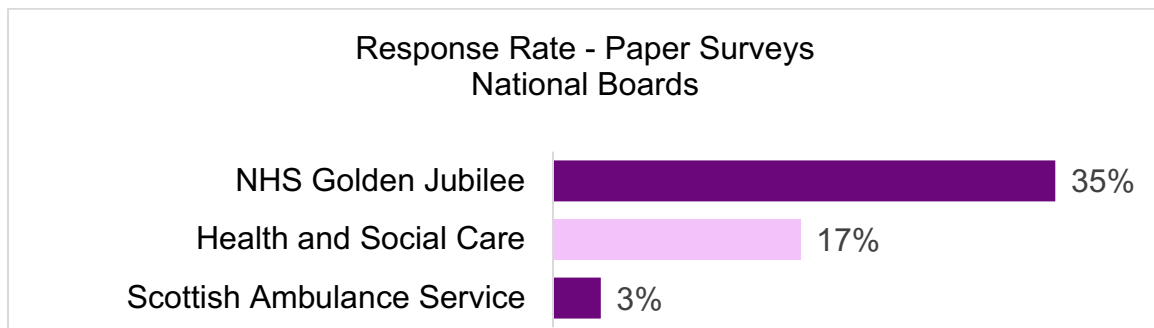
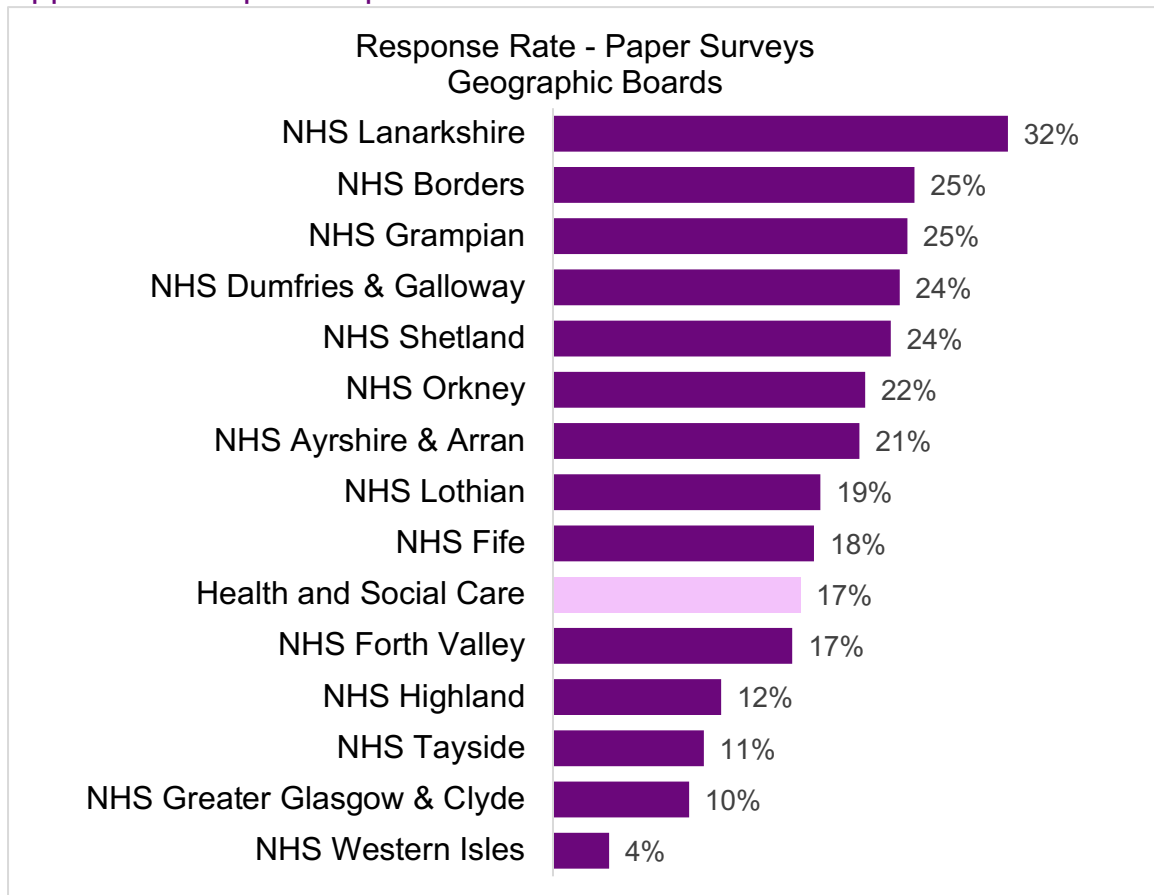
The charts following highlight the considerable difference in response rates across the 14 Geographic and 2 National Boards using paper surveys in measurable volumes.

Among those issuing a large volume of paper surveys, NHS Golden Jubilee has the highest response rate (35%), and NHS Lanarkshire achieved a 32% response rate for their paper surveys.

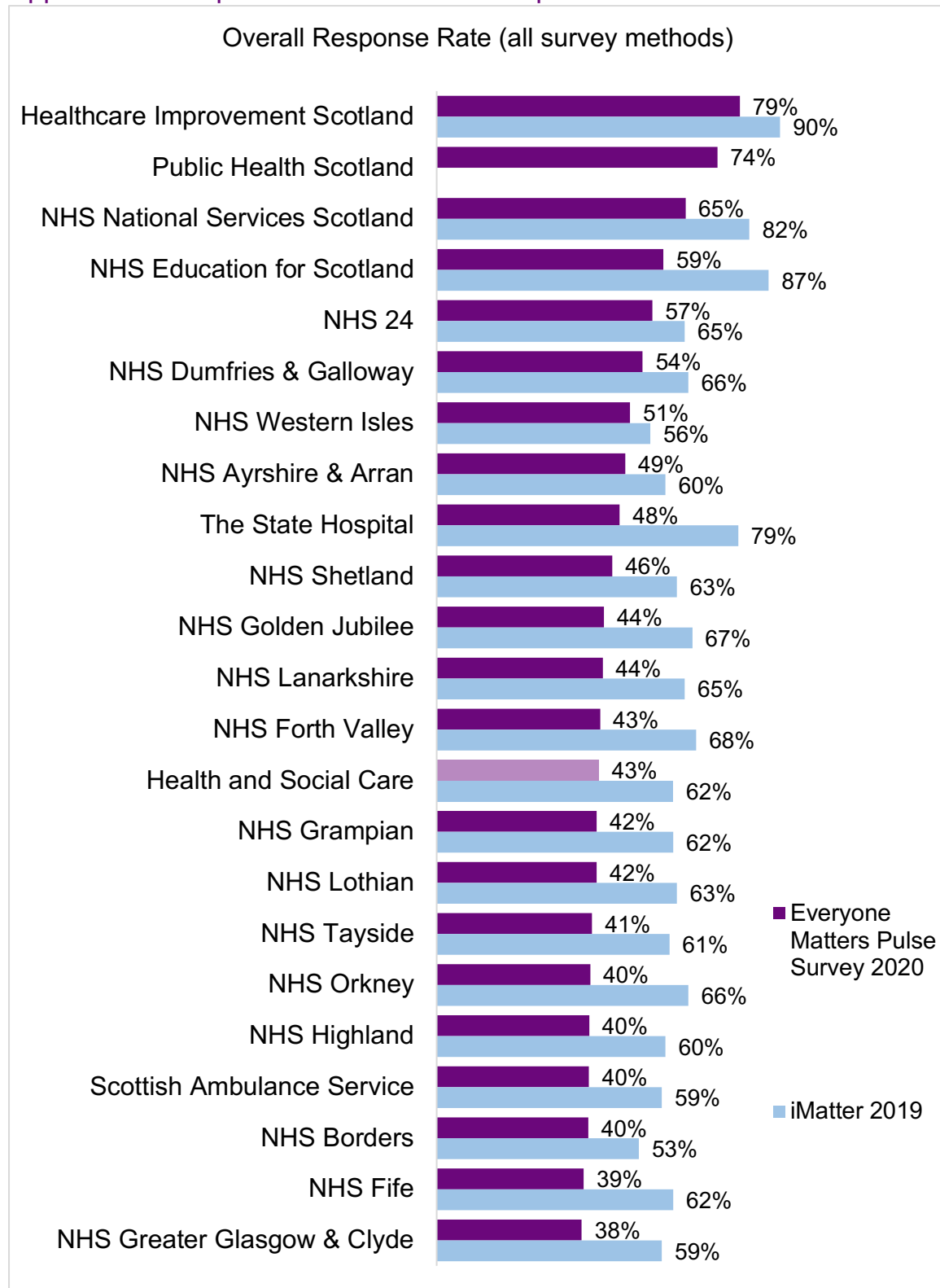
NHS Tayside (11%) and NHS Highlands (12%) achieve low response rates to their paper surveys, Though NHS Tayside confirm that response rates are not dissimilar to those achieved in the 2017 Dignity at Work Survey.

*NHS 24, The State Hospital and NHS National Services Scotland issued only a very small number of paper surveys and so are not included in this analysis.*

### Appendix 3: Paper Response Rates



### Appendix 3: Response Rates in 2020 compared to 2019



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## Appendix 4: Demographics

### Gender & Sexuality

What is your Gender Identity?	Number of Responses	Percentage
Male	15,108	18%
Female	65,690	79%
Non-binary	89	<1%
Prefer not to answer	2,399	3%
Non-response	370	<1%

Which best describes how you think of yourself?	Number of Responses	Percentage
Bisexual	957	1%
Gay / Lesbian	1,636	2%
Heterosexual / Straight	74,236	89%
Prefer to self-describe	274	<1%
Prefer not to answer	5,446	7%
Non-response	1,107	1%

Do you identify as Trans?	Number of Responses	Percentage
Yes, I identify as transgender	172	<1%
No, I do not identify as transgender	77,401	93%
Prefer not to answer	2,467	3%
Non-response	3,616	4%

#### Notes:

- Percentages are based on all staff responding to the survey (83,656)
- **'Non-response'**: staff who took part in the survey but provided no answer to this question
- **'Prefer not to answer'**: each demographic question included this option. The numbers above show the people who responded to the question by ticking the 'prefer not to say' option

### Age

What is your age?	Number of Responses	Percentage
16 - 20 years	275	<1%
21 - 30 years	8,489	10%
31 - 40 years	16,159	19%
41 - 50 years	22,311	27%
51 - 65 years	31,742	38%
Over 65 years	1,064	1%
Prefer not to answer	3,286	4%
Non-response	330	<1%

## Disability

<b>Do you consider yourself to be disabled within the definition of the Equality Act 2010?</b>	<b>Number of Responses</b>	<b>Percentage</b>
Yes	3,758	4%
No	76,125	91%
Prefer not to answer	3,193	4%
Non-response	580	1%

## Religion

<b>How would you describe your religious identity?</b>	<b>Number of Responses</b>	<b>Percentage</b>
Buddhist	315	<1%
Church of Scotland	20,536	25%
Hindu	357	<1%
Jewish	76	<1%
Muslim	605	1%
Pagan	277	<1%
Other Christian	4,787	6%
Roman Catholic	11,876	14%
Sikh	67	<1%
None	35,549	42%
Other Religion	600	1%
Prefer not to answer	7,807	9%
Non-response	804	1%

## Ethnicity

Which best describes your ethnic group or background?	Number of Responses	Percentage of all Responses	Number of Ethnic Group Detail Responses	Percentage of Ethnic Group
<b>African</b>	<b>371</b>	<b>&lt;1%</b>		
African, African Scottish, African British			303	82%
Other			23	6%
Non-response			45	12%
<b>Arab, Arab Scottish, Arab British</b>	<b>190</b>	<b>&lt;1%</b>		
<b>Asian, Asian Scottish or Asian British</b>	<b>1,603</b>	<b>2%</b>		
Bangladeshi, Bangladeshi Scottish, Bangladeshi British			40	2%
Chinese, Chinese Scottish, Chinese British			183	11%
Indian, Indian Scottish, Indian British			681	42%
Pakistani, Pakistani Scottish, Pakistani British			292	18%
Other			258	16%
Non-response			149	9%
<b>Caribbean or Black</b>	<b>97</b>	<b>&lt;1%</b>		
Black, Black British, Black Scottish			62	64%
Caribbean, Caribbean Scottish, Caribbean British			24	25%
Other			*	*
Non-response			*	*
<b>Mixed or Multiple Ethnic Group</b>	<b>437</b>	<b>1%</b>		
Any mixed or multiple ethnic group			373	85%
Non-response			64	15%



	<b>Number of Responses</b>	<b>Percentage of all Responses</b>	<b>Number of Ethnic Group Detail Responses</b>	<b>Percentage of Ethnic Group</b>
<b>White</b>	<b>76,575</b>	<b>92%</b>		
Gypsy/ Traveller			26	<1%
Irish			1,134	1%
Other			1,606	2%
Other British			6,935	9%
Polish			422	1%
Scottish			59,353	78%
Non-response			7,099	9%
<b>Other Ethnic Group</b>	<b>369</b>	<b>&lt;1%</b>		
Prefer not to answer	3,217	4%		
Non-response	797	1%		

Notes: \* denotes suppression of values where numbers are small, to protect confidentiality

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## Appendix 5: iMatter Calculations

The Pulse Survey includes 8 of the 28 iMatter attitudinal questions relating to staff engagement:

I feel my direct line manager cares about my health and well-being	My work gives me a sense of achievement
I feel my organisation cares about my health and well-being	I get the help and support I need from other teams and services within the organisation to do my job
I am treated with dignity and respect as an individual at work*	I feel appreciated for the work I do
I am treated fairly and consistently at work*	I would recommend my organisation as a good place to work

*Note: "at work" added to these questions\* for the Pulse Survey in order to clarify that they refer to the work environment rather than wider personal experience*

These questions are phrased positively, and each question has six responses: 'Strongly Agree', 'Agree', 'Slightly Agree', 'Slightly Disagree', 'Disagree', 'Strongly Disagree'. These responses are then converted to a scale between 6 and 1, 6 being the most positive response and 1 being the least positive. The aggregated scores are then placed into one of four categories that can then be used to help inform actions.

Thinking of your experience in the last 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 treated fairly and consistently at work	6	5	4	3	2	1
The numbers generated then fall into one of four categories that can be used as a guide to inform actions.	67 – 100 <b>Strive &amp; Celebrate</b>		51 – 66 <b>Monitor to Further Improve</b>	34 – 50 <b>Improve to Monitor</b>	0 – 33 <b>Focus to Improve</b>	

To calculate the average score for each question, the number of responses for each point on the scale (Strongly Agree – Strongly Disagree) is multiplied by the number value (6 – 1) (see above). These scores are then added together and divided by the overall number of responses to the question. The average score calculated is then divided by 6 (the highest possible score) and multiplied by 100 to give the reported score.

The questionnaire also measures overall experience ('Thermometer Question'), on a 10-point scale from very good to very poor. The report shows the mean score where again, higher scores are better.

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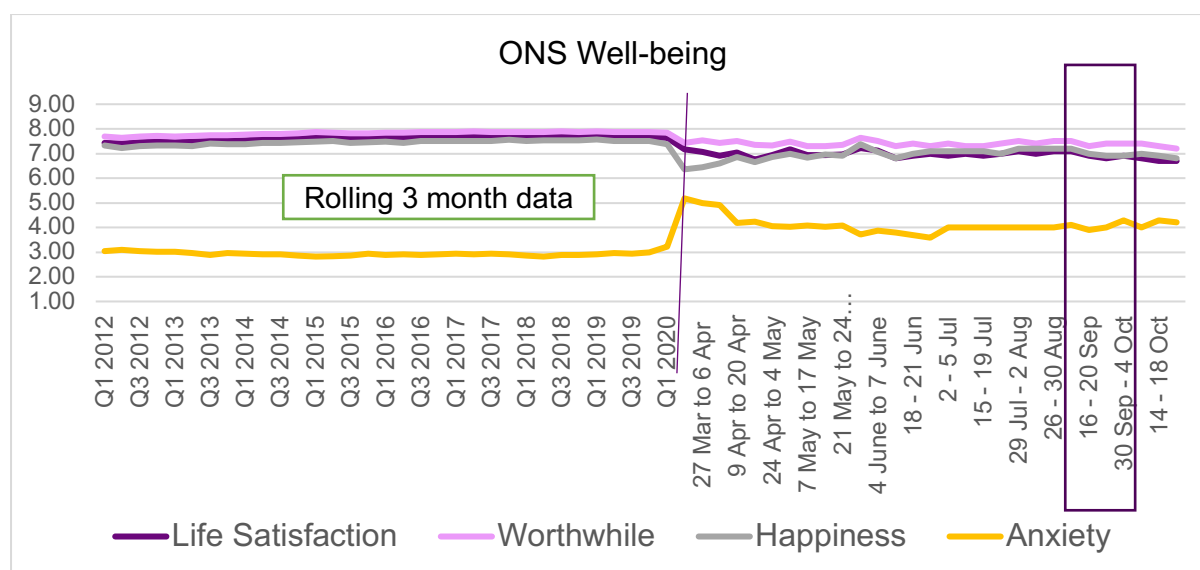
## Appendix 6: National Benchmark Well-Being Data

In setting context for the well-being data, we refer to the Office for National Statistics (ONS) Well-Being data, that has been a National Statistic since 2012. The COVID-19 pandemic led to changes in the data collection methodology which is assumed to have had some impact on the response profile. This data is therefore used primarily to illustrate the past stability of well-being metrics at a national level. Further details can be found on the [ONS Website](#)

Additional data relating to the three positive ONS Well-Being metrics (Life Satisfaction, Worthwhile and Happiness) from the University College London (UCL) COVID-19 Survey has been reviewed. This survey has run weekly from March 2020 onwards and further information can be found on the [Survey website](#).

It should be noted that these two reference data sets both use an 11 point scale (from 0 – 10) and therefore absolute values are not comparable, but overall trends and relative results across different population groups are.

Over the previous 8 years there has been just a very small increase in people's Happiness, Life Satisfaction and feeling Worthwhile. Levels of Anxiety remained relatively unchanged over that same period. However, the COVID-19 pandemic has had a considerable negative impact on UK adults' well-being as illustrated below.



The COVID crisis first came to public attention in Quarter 1 2020 and led to the start of the initial lockdown in March. At this point all UK population measures moved negatively.

- Anxiety levels rose dramatically to levels never seen before.
- Happiness levels dropped considerably.
- Life Satisfaction and feeling Worthwhile also declined notably at the start of lockdown.
- Whilst there was some early recovery through April/May 2020, scores then stabilised through July and August, but declined through September and early October as the threat of the COVID-19 'Second Wave' became a reality.

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## Appendix 7: Open Question Analysis: Worries

Open responses to the question “Thinking about your experiences of work over the last 6 months, what are you currently most worried about?” have been classified into themes using a semi-automated process. A sample of staff responses were manually reviewed and an initial grouping and themes framework developed. The automated process then assigns each response to one or more of those groupings, by searching for individual words or phrases. The results of this process have then been manually refined and groupings/themes adjusted in order to develop the final themes as illustrated below:

*As an automated process it is possible that a minority of comments have been incorrectly assigned. For example, where a member of staff references a worry within the support question, or where the words used are either different to those used by others or are misspelt (frequent misspellings are included within the definitions).*

### Work-Related

Groups	Themes	Illustration of topics, words and phrases included
<b>Career Development</b>	Career Progression	Career progression, promotion Development, opportunity to progress
	Not Using Skills	Skills, de-skilled, working in area where core skills not being used
<b>Morale</b>	Morale	Morale, fatigue
<b>Management &amp; Culture</b>	Line Manager	Line manager, manager, boss, supervisor
	Senior Management	Executive, Board, directors, leadership team, senior leaders Lack of leadership, mismanagement
	Communications	Communication, lack of information
	Changing Guidance	Guidelines changing, unfocussed, inconsistency
	Treatment at Work	Inequality, bullying, unfair treatment, harassed, feeling excluded,
	Lack of teamwork	Team behaviours, politics, friction, difficult working relationships
<b>Patient/Client Care</b>	Patient/Client Care – Current (c. September 2020)	Waiting times, capacity, lack of face-to-face contact, caseload
	Patient/Client Care – Future	Future waiting lists, backlogs of non-urgent, backlogs of referrals/non-COVID, access to services
<b>Returning to the workplace</b>	Public Transport	Transport, bus, train, tram Not feeling safe on the journey
	Returning to Workplace	Going back, returning to the office/workplace/clinic etc.
	Feeling COVID-Safe at Work	Social distancing, space, screens, hygiene Safety in shared spaces

		Over-crowding, other people (staff or patients) not observing guidelines)
	PPE	PPE, masks, gowns, protective clothes
<b>Working from Home</b>	Personal Challenges	Loneliness, isolation Working from home difficulties (space, interruptions etc.)
	IT Support/Technical Challenges	Internet connection, computer equipment IT Support, poor IT
<b>Workload</b>	Work-Life Balance	Work-life balance
	Excessive Workload	Unrealistic workload, too much work, competing priorities, lack of resources
	Not Enough Work, Job Security	Not enough work, not busy Fixed-term contract Job security, losing job/redundancy
	Staff Shortages	Not enough staff, understaffed Staff shortages

### COVID-19 and Personal Worries

<b>Groups</b>	<b>Themes</b>	<b>Illustration of topics, words and phrases included</b>
<b>COVID-19</b>	Second Wave	Second wave, threat of COVID-19 returning, infection rate, lockdown, COVID threat etc.
	Catching COVID-19	Getting infected, getting COVID, COVID and personal health
<b>Economic</b>	Financial	Personal financial worries, Health and Social Care funding
	Government, Economy	Government handling of COVID, fears around the economy
<b>Health &amp; Well-Being</b>	Personal Health Issues	General health concerns, mental well-being, fear of burn-out, stress and anxiety
	Family Health & Well-Being	General or specific family members health concerns
<b>The Future</b>	The future/the unknown	Unknown, uncertainties Moving forward, 'new normal'
	No Worries	
	Other	

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## Appendix 7: Open Question Analysis: Support

Open responses to the question “Thinking about your experiences of work over the last 6 months, what is most supporting your well-being?” have been classified into themes using a semi-automated process. A sample of staff responses were manually reviewed and an initial grouping and themes framework developed. The automated process then assigns each response to one or more of those groupings, by searching for individual words or phrases. The results of this process have then been manually reviewed and groupings/themes adjusted in order to develop the final themes as illustrated below:

*As an automated process it is possible that a minority of comments have been incorrectly assigned. For example where a member of staff references a worry within the support question, or where the words used are either different to those used by others or are misspelt (frequent miss-spellings are included within the definitions).*

### Work-Related

Group	Themes	Illustration of topics, words and phrases included
<b>Team</b>	Team	Team People I work with
	Colleagues	Colleagues, workmates, co-workers, peers
<b>Leadership</b>	Line Manager	Line manager, manager, boss, supervisor etc. Named roles e.g. charge nurse, clinical lead etc.
	Senior Management/Organisation	Organisation, Senior leadership, directors etc.
	Communications	Communication, information sharing
<b>Working Arrangements</b>	Working from home	Working from home, home working, remote working
	Flexible working/ Work-life balance	Flexi, flexible working, work-life balance
	MS Teams and technology	MS Teams, Microsoft, Office 365 Virtual meetings, Zoom etc.
	Going to the workplace	Office, hospital, clinic, going to work
	Being able to work	Being able/continuing to work Being paid/having an income, work as source well-being support
	PPE	PPE, masks, protective equipment Infection control, cleanliness Testing
<b>Patients</b>	Supporting Patients	Patients, clients, residents, patient families
	Nothing at work	Nothing, nothing at work
	Other	

## Personal

<b>Groups</b>	<b>Themes</b>	<b>Illustration of topics, words and phrases included</b>
<b>Family &amp; Friends</b>	Family	Family Individual family members – partner, wife, husband, parent, child, siblings etc.
	Friends	Friend Mates Friendship
<b>Hobbies</b>	Pets	Pets including individual animals, dogs, cats etc.
	Exercise & Relaxation	Exercise including individual activities, walking, running etc. Sports Fitness activities Gardening Food & diet
<b>Help &amp; Support</b>	Self-help	Meditation, relaxation techniques Inner strength, mental attitude Faith Personal resilience, myself
	Professional Help	Counselling Medication Well-being hub, occupational health etc.
<b>Government Guidance</b>	Shielding	Shielding
	Adhering to Guidance	Advice, guidance, following rules

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## Appendix 8: COVID-19 timeline

COVID-19 was noted by the World Health Organisation in December 2019 and was declared a pandemic on 11<sup>th</sup> March 2020. The first positive case was confirmed in Scotland 1<sup>st</sup> March 2020 and on 24<sup>th</sup> March a 'lockdown' was instigated including schools, social gatherings, hospitality, entertainment, and non-essential retail.

The table below highlights the main events and announcements that took place just before and during the Everyone Matters Pulse Survey fieldwork period (September 2020). Further details can be found at <https://spice-spotlight.scot/2020/10/23/timeline-of-coronavirus-covid-19-in-scotland/>

<b>Event/Announcements</b>	<b>Date (2020)</b>
Changes to shielding – from 1 August 2020 people who have been advised to shield will no longer be required to do so	23 <sup>rd</sup> July
Schools will re-open full-time from 11 August	30 <sup>th</sup> July
Social care sector will receive up to £50 million further additional funding to help meet additional costs related to COVID-19.	3 <sup>rd</sup> August
Introduction of local restrictions in Aberdeen	5 <sup>th</sup> August
Scotland is to remain in Phase 3 of the route map, as COVID-19 remains a significant threat to public health.	20 <sup>th</sup> August
NHS Scotland has agreed a £6.76 million deal to purchase new machines capable of turning around coronavirus (COVID-19) tests in 12 minutes.	26 <sup>th</sup> August
Police Scotland will be granted powers to break up large house parties from Friday 28 August.	27 <sup>th</sup> August
Restrictions on indoor gatherings and limits to hospital and care home visiting in East Renfrewshire, Glasgow and West Dunbartonshire, from midnight on Tuesday 1 September. Schools and nurseries will remain open. Plans to opening of colleges and universities remain in place.	1 <sup>st</sup> September
2020-21 Programme for Government, with a focus on ensuring Scotland's economic, health, and social recovery from the coronavirus (COVID-19) pandemic.	1 <sup>st</sup> September
Resumption of health and well-being visits to care homes from 07 September.	3 <sup>rd</sup> September
Restrictions on meetings in indoor household settings in West Scotland are to be extended to people living in Renfrewshire and East Dunbartonshire. Indoor visits to hospitals and care homes will be limited to essential visits.	10 <sup>th</sup> September
Updated route map, limiting indoor and outdoor gatherings to six people from two households, as Scotland remains in Phase 3	10 <sup>th</sup> September
Extension of local restrictions to North and South Lanarkshire, limiting household gatherings from midnight on Friday 11 September	10 <sup>th</sup> September
£2m Islands Green Recovery Programme, to support island communities in their economic recovery from the coronavirus (COVID-19) pandemic.	13 <sup>th</sup> September
Joint statement recommending that the UK COVID-19 alert level move from level 3 to level 4.	21 <sup>st</sup> September
New restrictions on household visits and a national curfew for pubs, bars and restaurants.	22 <sup>nd</sup> September

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## Appendix 9: Staff Experience Stories

A large number of stories were submitted covering the experiences of individuals through to initiatives that covered large teams and, in some cases, whole Boards and the communities they serve. Each story can be directly accessed via the links in the table below, or collectively [here](#).

<b>BOARD</b>	<b>DIRECTORATE/HSCP</b>	<b>STORY</b>
<b>Scottish Ambulance Service</b>	Operations Directorate	<a href="#">SAS Wellbeing Blog</a>
<b>Scottish Ambulance Service</b>	SAS Wide	<a href="#">RUOK? One Year On</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC wide/ personal stories, team work and support	<a href="#">Life on the Front Line - 7 personal stories</a>
<b>NHS Greater Glasgow and Clyde</b>	The whole team, everyone matters	<a href="#">Volunteer Guard of Honour</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC wide/ student support mechanisms and team work	<a href="#">Early Start!</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC wide/ R&R Hubs	<a href="#">Time to Relax and Recuperate</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC wide	<a href="#">Thank you from ICU</a>
<b>NHS Greater Glasgow and Clyde</b>	Mental Health and Wellbeing	<a href="#">Going Home Checklist</a>
<b>NHS Greater Glasgow and Clyde</b>	Individual support for mental health difficulties	<a href="#">Mental Health Check In</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC Personal Story link to Pulse Survey	<a href="#">Homecare East Renfrewshire HSCP</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC Personal Story link to Pulse Survey	<a href="#">Facilities, South Sector QEUH</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC ED Leadership	<a href="#">Children of the ED Staff, GRI</a>
<b>NHS Greater Glasgow and Clyde</b>	NHSGGC Estates and Facilities	<a href="#">What Matters - Catering at NHSGGC</a>
<b>NHS Borders</b>	NHS Borders	<a href="#">NHS Borders Story</a>
<b>NHS Lothian</b>	Chris Stirling - WGH Site	<a href="#">Maria's Story</a>
<b>NHS Lothian</b>	RIE Site	<a href="#">Project Wingman</a>
<b>NHS Lothian</b>	Aris Tyrothoulakis SJH Site	<a href="#">Proud – St Johns Hospital Livingston</a>
<b>NHS Lothian</b>	RIE Site	<a href="#">Covid Tree</a>

<b>NHS Lothian</b>	East Lothian HSCP	<a href="#">Wellbeing Space for Staff – East Lothian Community Hospital</a>
<b>NHS Lothian</b>	HSCP - East Lothian	<a href="#">Wellbeing Space for Staff – Physio Team Fitness Classes</a>
<b>NHS Lothian</b>	HSCP - Midlothian	<a href="#">Wellbeing Hub in a Tub – Mhairi-Jane Ramage Edinburgh &amp; Lothians Health Foundation</a>
<b>NHS Grampian</b>	Whole of NHS Grampian	<a href="#">Staff Comfort Boxes</a>
<b>NHS Grampian</b>	Acute Directorate	<a href="#">Dental Nursing Team, Our Orange Award. #proudtobeNHSG</a>
<b>NHS Grampian</b>		<a href="#">Grounds Department Bothy Refurbishment</a>
<b>NHS Tayside</b>	Access and Assurance Specialist Services	<a href="#">The Smile Behind the Mask</a>
<b>NHS Tayside</b>	Nursing Directorate	<a href="#">Supporting Patients and Staff During Covid 19</a>
<b>NHS Tayside</b>	Theatres, Anaesthesia and Critical Care CCG3	<a href="#">Our Message to the People of Tayside</a>
<b>NHS Lanarkshire</b>	NMAHP Directorate	<a href="#">Remembrance Tree – To Absent Friends</a>
<b>NHS Lanarkshire</b>	Ward 7	<a href="#">Going the Extra Mile</a>
<b>NHS Lanarkshire</b>	NHS Lanarkshire	<a href="#">You Can't Pour from an Empty Cup - reflections from a peer supporter</a>
<b>NHS Lanarkshire</b>	NHS Lanarkshire	<a href="#">Staff Care is not just a buzz phrase</a>
<b>NHS Lanarkshire</b>	NHS Lanarkshire	<a href="#">Nice to feel looked after - reflections on staff rest area</a>
<b>NHS Lanarkshire</b>	Public Health Directorate	<a href="#">Prayer to Start the Day</a>
<b>NHS Lanarkshire</b>	E-Health	<a href="#">Above and Beyond</a>
<b>NHS Lanarkshire</b>	HR Directorate	<a href="#">Salus – Rising to the Challenge</a>
<b>NHS Lanarkshire</b>	HR Directorate	<a href="#">Keeping Connected</a>
<b>NHS Lanarkshire</b>	Medical Directorate	<a href="#">FiY1 Reflective Group</a>
<b>NHS Lanarkshire</b>	Medical Directorate	<a href="#">Support Challenges</a>
<b>NHS Lanarkshire</b>	Medical Directorate	<a href="#">Supporting Medical Staff</a>
<b>North Lanarkshire HSCP</b>	North Lanarkshire HSCP	<a href="#">Circle of Care</a>
<b>North Lanarkshire HSCP</b>	North Lanarkshire HSCP	<a href="#">Wishaw Locality Support Services - A time to take up a new hobby – chair aerobics!</a>

<b>North Lanarkshire HSCP</b>	North Lanarkshire HSCP	<a href="#">Making a Difference in Wishaw</a>
<b>North Lanarkshire HSCP</b>	North Lanarkshire HSCP	<a href="#">Pulling Together</a>
<b>North Lanarkshire HSCP</b>	North Lanarkshire HSCP	<a href="#">Averting a Crisis</a>
<b>NHS Ayrshire &amp; Arran</b>	Acute Services	<a href="#">Paediatrics Psychological Safety</a>
<b>NHS Ayrshire &amp; Arran</b>	HSCP South	<a href="#">Daring to Do Things Differently: 4 Pillars and PDR</a>
<b>NHS Ayrshire &amp; Arran</b>	Corporate Development	<a href="#">Promoting a positive culture within NHS Ayrshire and Arran</a>
<b>East Ayrshire HSCP</b>	EA HSCP	<a href="#">Dental Services in NHS Ayrshire and Arran – Team work!</a>
<b>NHS Dumfries &amp; Galloway</b>	All directorates	<a href="#">Staff Support &amp; Wellbeing Team – SWEETS!</a>
<b>NHS Dumfries &amp; Galloway</b>	All directorates	<a href="#">A win win: Helping Farmers and Enjoying Ice Cream</a>
<b>NHS Dumfries &amp; Galloway</b>	All directorates	<a href="#">Supporting you when you wobble</a>
<b>NHS Dumfries &amp; Galloway</b>	All directorates	<a href="#">Prosocial Stories</a>
<b>NHS National Services Scotland</b>	PCF	<a href="#">Enabling healthcare and protecting our workforce during a global pandemic</a>
<b>NHS National Services Scotland</b>	SNBTS PCF	<a href="#">Safeguarding Scotland's NHS during COVID-19 - NHS Louisa Jordan</a>
<b>NHS National Services Scotland</b>	Board Wide	<a href="#">Supporting COVID-19 testing and Test and Protect</a>
<b>The State Hospital</b>	Nursing and AHP Directorate and Psychology Directorate	<a href="#">The State Hospital Staff Health and Wellbeing Everyone Matters Story</a>
<b>NHS Forth Valley</b>	Board Wide	<a href="#">Forth Valley Staff Stories</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Supporting staff and patients to cycle throughout COVID</a>
<b>NHS Forth Valley</b>	Acute	<a href="#">Acute In-patient Physiotherapy Team</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">District Nursing in Falkirk HSCP</a>
<b>NHS Forth Valley</b>	Acute Directorate	<a href="#">Senior Charge Nurse Experience</a>
<b>NHS Forth Valley</b>	Primary Care	<a href="#">Mental Health Teams Manager</a>
<b>NHS Forth Valley</b>	Primary Care	<a href="#">Care Home Assessment and Response Team (CHART) Story</a>
<b>NHS Forth Valley</b>	Corporate	<a href="#">Team HR</a>
<b>NHS Forth Valley</b>	Human Resources	<a href="#">OH during COVID-19</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Single Point of Request</a>

<b>NHS Forth Valley</b>	Clackmannanshire & Stirling HSCP	<a href="#">Views of a Mental Health Nurse</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Burnbrae Care Home</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Cunningham House - Ruth Rankine</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Grahamston House - Linda Alexander</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Oswald Avenue Day Centre</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Thornton Gardens Care Home</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Torwoodhall Care Home</a>
<b>NHS Forth Valley</b>	Organisational Development	<a href="#">Staff Support &amp; Wellbeing Group</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Joint Loan Equipment Service (JLES)</a>
<b>NHS Forth Valley</b>		<a href="#">Administration Officer Health Promotion</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">My Covid Journey (MH)</a>
<b>NHS Forth Valley</b>	Falkirk HSCP	<a href="#">Health Promotion Officer COVID Assessment Centre</a>
<b>NHS Forth Valley</b>		<a href="#">Barbara-Anne's Story</a>
<b>NHS Forth Valley</b>		<a href="#">Employee Voices Nicola Orr</a>
<b>NHS Forth Valley</b>	Forth Valley Royal Hospital	<a href="#">Senior Charge Nurse</a>
<b>NHS Forth Valley</b>	Bellfield Centre	<a href="#">Redeployment at Bellfield Centre</a>
<b>NHS Forth Valley</b>	Acute	<a href="#">NHS Forth Valley FY1 Experience during the pandemic</a>
<b>NHS Western Isles</b>	Nurse Directorate	<a href="#">Occupational Therapy Team Story</a>
<b>NHS Western Isles</b>	Various Directorates	<a href="#">Collaborative Wellbeing Approach</a>
<b>NHS 24</b>	Service Delivery	<a href="#">Mental Health Hub Covid Story: An expanding service</a>
<b>NHS 24</b>	Service Delivery	<a href="#">East Coaching Team Covid Story: A coaching kindness group</a>
<b>NHS Education for Scotland</b>	Board Wide	<a href="#">I feel my organisation cares about my health &amp; wellbeing</a>
<b>NHS Orkney</b>	St Rognvald House	<a href="#">Teamwork</a>
<b>Health Improvement Scotland</b>	Communications	<a href="#">Come Together - how we kept on huddling in the virtual world</a>

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## Appendix 10: Experienced Change or Not by Staff Groupings

	<b>Experienced Change</b>	<b>Experience No change</b>
<b>NHSScotland</b>	<b>73%</b>	<b>27%</b>
Administrative Services	75%	25%
Allied Health Profession	78%	22%
Ambulance Services	65%	35%
Doctors and Dentists in Training (DDiT)	69%	31%
Health Science Services	63%	37%
Medical and Dental	75%	25%
Medical and Dental Support	85%	15%
Nursing and Midwifery	72%	28%
Other Therapeutic	73%	27%
Personal and Social Care	78%	22%
Senior Managers	78%	22%
Support Services	65%	35%

	<b>Experienced Change</b>	<b>Experience No change</b>
<b>Local Authority</b>	<b>82%</b>	<b>18%</b>
Adult Services	84%	16%
Business Services	87%	13%
Children's Services	78%	22%
Criminal Justice	89%	11%
Older People Services	77%	23%
Senior Managers	86%	14%
Strategic Development	90%	10%

## Appendix 10: Well-Being Questions – Staff Groupings NHSScotland

<b>Well-Being</b>	<b>Life Satisfaction</b>	<b>Worthwhile</b>	<b>Happiness</b>	<b>Anxiety</b>
<b>NHSScotland Employees</b>	<b>6.8</b>	<b>7.4</b>	<b>6.8</b>	<b>4.4</b>
NHSS Administrative Services	6.8	7.3	6.8	4.4
NHSS Allied Health Profession	6.7	7.5	6.9	4.4
NHSS Ambulance Services	6.8	7.2	6.7	4.2
NHSS Doctors & Dentists in Training	6.8	7.3	6.8	4.4
NHSS Health Science Services	6.5	7.1	6.5	4.6
NHSS Medical & Dental	6.8	7.6	6.9	4.3
NHSS Medical & Dental Support	6.7	7.3	6.8	4.7
NHSS Nursing & Midwifery	6.8	7.5	6.9	4.4
NHSS Other Therapeutic	6.7	7.5	6.8	4.3
NHSS Personal & Social Care	6.9	7.6	6.9	4.6
NHSS Senior Managers	7.1	7.8	7.1	4.2
NHSS Support Services	7.0	7.4	6.9	4.4

## Appendix 10: iMatter Questions – Staff Groupings NHSScotland

	I feel my direct line manager cares about my health and well-being	I feel my organisation cares about my health and well-being	I am treated with dignity and respect as an individual at work	I am treated fairly and consistently at work	My work gives me a sense of achievement	I get the help & support I need from other teams & services	I feel appreciated for the work I do	Recommend my organisation as a good place to work
<b>NHSScotland Employees</b>	<b>79</b>	<b>68</b>	<b>77</b>	<b>75</b>	<b>78</b>	<b>73</b>	<b>69</b>	<b>69</b>
NHSS Administrative Services	80	71	78	76	76	74	71	74
NHSS Allied Health Profession	81	70	80	77	79	74	72	73
NHSS Ambulance Services	70	58	70	66	76	64	61	65
NHSS Doctors & Dentists in Training	75	69	79	78	79	76	72	74
NHSS Health Science Services	76	68	76	73	77	70	66	71
NHSS Medical & Dental	77	67	77	75	79	72	70	71
NHSS Medical & Dental Support	75	67	75	72	74	72	68	71
NHSS Nursing & Midwifery	78	65	76	74	78	72	68	70
NHSS Other Therapeutic	83	73	81	78	80	75	73	75
NHSS Personal & Social Care	79	73	79	77	81	75	73	76
NHSS Senior Managers	85	78	82	81	83	76	77	80
NHSS Support Services	76	71	74	74	75	71	69	74

Appendix 10: Well-Being Questions – Staff Groupings Local Authority

<b>Well-Being</b>	<b>Life Satisfaction</b>	<b>Worthwhile</b>	<b>Happiness</b>	<b>Anxiety</b>
<b>Local Authority Employees</b>	<b>6.7</b>	<b>7.5</b>	<b>6.8</b>	<b>4.4</b>
LA Adult Services	6.6	7.4	6.8	4.5
LA Business Services	6.8	7.4	6.8	4.3
LA Children's Services	6.9	7.7	7.0	4.4
LA Criminal Justice	6.8	7.4	6.7	4.5
LA Older People Services	6.8	7.6	6.8	4.4
LA Senior Managers	7.2	8.1	7.2	3.6
LA Strategic Development	7.0	7.4	7.1	4.4



## Appendix 10: iMatter Questions – Staff Groupings Local Authority

	I feel my direct line manager cares about my health and well-being	I feel my organisation cares about my health and well-being	I am treated with dignity and respect as an individual at work	I am treated fairly and consistently at work	My work gives me a sense of achievement	I get the help and support I need from other teams and services	I feel appreciated for the work I do	Recommend my organisation as a good place to work
<b>Local Authority Employees</b>	81	72	79	77	80	74	72	72
LA Adult Services	81	71	79	77	80	74	72	74
LA Business Services	83	75	82	79	78	76	74	76
LA Children's Services	83	72	80	79	80	75	72	75
LA Criminal Justice	84	73	81	78	79	75	73	75
LA Older People Services	80	72	79	77	81	74	72	75
LA Senior Managers	87	81	86	83	86	79	82	81
LA Strategic Development	82	74	80	77	77	72	71	75

## Appendix 10: iMatter Questions – Geographic Boards

	I feel my direct line manager cares about my health and well-being	I feel my organisation cares about my health and well-being	I am treated with dignity and respect as an individual at work	I am treated fairly and consistently at work	My work gives me a sense of achievement	I get the help and support I need from other teams and services	I feel appreciated for the work I do	Recommend my organisation as a good place to work
<b>Health and Social Care</b>	79	69	77	75	78	73	70	73
NHS Ayrshire & Arran	79	70	77	76	78	74	70	74
NHS Borders	79	67	76	74	77	72	69	71
NHS Dumfries & Galloway	79	67	76	74	78	72	69	72
NHS Fife	79	69	78	76	78	74	70	73
NHS Forth Valley	77	66	76	74	78	72	68	71
NHS Grampian	81	72	79	77	79	75	72	75
NHS Greater Glasgow and Clyde	78	67	76	74	77	72	68	71
NHS Highland	79	68	77	75	78	72	69	70
NHS Lanarkshire	80	70	78	77	79	74	71	74
NHS Lothian	79	69	78	76	79	73	71	73
NHS Orkney	77	68	76	74	80	72	69	70
NHS Shetland	81	74	81	79	82	76	75	77
NHS Tayside	78	66	76	74	77	72	69	71
NHS Western Isles	78	65	77	75	79	71	69	71

## Appendix 10: iMatter Questions – National Boards

	I feel my direct line manager cares about my health and well-being	I feel my organisation cares about my health and well-being	I am treated with dignity and respect as an individual at work	I am treated fairly and consistently at work	My work gives me a sense of achievement	I get the help and support I need from other teams and services	I feel appreciated for the work I do	Recommend my organisation as a good place to work
<b>Health and Social Care</b>	<b>79</b>	<b>69</b>	<b>77</b>	<b>75</b>	<b>78</b>	<b>73</b>	<b>70</b>	<b>73</b>
Healthcare Improvement Scotland	87	82	85	81	76	77	76	80
NHS 24	83	70	77	74	78	74	69	74
NHS Education for Scotland	88	82	87	85	81	81	79	84
NHS Golden Jubilee	76	64	73	71	76	71	66	73
NHS National Services Scotland	84	77	81	78	79	75	73	78
Public Health Scotland	87	76	84	81	78	73	76	78
Scottish Ambulance Service	71	59	70	67	77	65	62	66
The State Hospital	78	66	73	70	75	71	67	69

## Appendix 10: Staff Experiencing - Change or Not

	I feel my direct line manager cares about my health and well-being	I feel my organisation cares about my health and well-being	I am treated with dignity and respect as an individual at work	I am treated fairly and consistently at work	My work gives me a sense of achievement	I get the help and support I need from other teams and services	I feel appreciated for the work I do	Recommend my organisation as a good place to work
<b>Health and Social Care</b>	<b>79</b>	<b>69</b>	<b>77</b>	<b>75</b>	<b>78</b>	<b>73</b>	<b>70</b>	<b>73</b>
Experienced Change	79	69	77	75	78	73	70	72
Did Not Experience Change	79	69	78	76	79	74	70	73

	<b>Life Satisfaction</b>	<b>Worthwhile</b>	<b>Happiness</b>	<b>Anxiety</b>	<b>Overall Experience</b>
<b>Health and Social Care</b>	<b>6.8</b>	<b>7.4</b>	<b>6.8</b>	<b>4.4</b>	<b>6.8</b>
Experienced Change	6.7	7.4	6.8	4.5	6.8
Did Not Experience Change	7.0	7.5	7.0	4.2	6.9

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ISBN: 978-1-80004-379-4

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