

Local Government Reform Communications Group



Office of the
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“Review of Effectiveness of Communication & Implementation of the Review of Public Administration in Health & Social Care”

Lessons from the Research

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Social Research Centre

Independence Integrity Excellence

Aim of the Review

Aimed at staff within health and social care ...

- ***Assess how RPA implementation has been perceived by staff;***
- ***Examine levels of communication about the RPA; and,***
- ***Assess staff's understanding of the PSC and their guiding principles.***



Objectives

- **Assess how well staff are being communicated with on issues associated with the implementation of the RPA**
- **Assess staff experience of the RPA to date, those issues that concern them most and those issues that have yet to be addressed;**
- **Examine the processes within health and social care associated with the implementation of the RPA e.g. communications, employment issues, planning for change etc.**
- **Determine staff knowledge, awareness and understanding of the RPA;**
- **Determine staff knowledge, awareness and understanding of the PSC Guiding Principles and how they have been implemented;**



Summary of Methodology



- **Communication Survey**
- **13 Focus Groups**
 - (Trusts, TUS, DHSSPS, Early Retirees)
- **A total of 84 Participants**
- **Survey of Staff (n=700; response rate, 25%)**



Context – The Effect of Major Change



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- **Short term negativity is typical of major change**
- **‘Distance’ from decision-making affects perceptions**
- **Key Principles : Consistency, transparency, fairness**
- **Follow-up reviews could yield interesting data**



Review of Communications



Key Messages – Review of Communications

- **Responses from 2 out of 5 Trusts; 5 out of 8 Health Service Agencies Affected by RPA**
- **Extensive efforts made to communicate with staff both before and after the 1st April 2007.**
- **Evidence of efficacy? Reports of two reviews one underway by Trusts; another completed by non-Trust**
- **Review **efficacy** of communications as explicit and integral part of overall plan for review of future change processes.**



Key Findings - Communication Survey & Focus Groups



Key Messages – Survey and Focus Group

- **Majority of staff (88%) provided with information**
- **However, nearly half (45%) were dissatisfied with how change process was perceived to have been communicated.**
- **Higher levels of satisfaction with internal sources of information**
- **Information provided was ‘useful’ but lacked critical detail**
- **Lack of integration of some IT systems was a constraint**
- **Desire for clear point of contact, especially in HR**
- **Desire for greater consistency in information given**



Lessons Learned and Possible Ways Forward



Key Learning – Communication-Related

- **“What does it mean for me?” – (Implications for ‘boosting’ HR in advance)**
- **Clear boundaries**
- **Face-to-face is vital (cascading)**
- **Infrastructure for communication**
- **Major change and voicing concerns**
- **Organisational capacity to manage change / communication**
 - Other initiatives ongoing?
 - Experience
 - Resource requirements
- **Clarification of job roles**
- **Being & being seen to be transparent, consistent, fair – recruitment & selection**
- **Examining the merits of different policies and practices in collegiate manner**



Questions / Comments?

