

# Tackling bullying and harassment at Hull and East Yorkshire Hospitals NHS Trust

**Chris Long – Chief Executive**

# HEY 2014/2015

- Worst performing ED in the country
- Cancer targets not being met
- RTT not being met
- CQC rating of 'requires improvement'
- An interim Chief Executive and an absent Chairman
- Significant staff disengagement (worst rating in England)
- A culture of bullying and inappropriate behaviour
- Urgent care being delivered from temporary buildings and only 7/14 ED consultants in post
- Low nurse establishments on many wards
- Media coverage relentlessly negative and often staff driven

# Acknowledge there is a problem

- CQC report described bullying culture
- ACAS review interviewed 200 staff
- Staff survey corroborated these findings but had previously been ignored
- The unions had struggled to be heard for some time

# Work in partnership

- Formed a working group in partnership with our trade unions and committed to addressing the issues identified
- Staff at all levels were involved
- Chief Executive-led
- Appointed a champion – Anti Bullying Tsar (Dr Makani Purva)

# Establish a baseline culture

## Barrett survey 2014/15

### PERSONAL VALUES

CARING  
HONESTY  
COMPASSION  
RESPECT  
COMMITMENT  
EMPATHY  
MAKING A DIFFERENCE  
FAIRNESS  
LISTENING  
ACCOUNTABILITY

### CURRENT CULTURE

COST REDUCTION (L)  
BUREAUCRACY (L)  
TARGET ORIENTATED (L)  
BLAME (L)  
CHAOS (L)  
HIERARCHY (L)  
SHORT-TERM FOCUS (L)  
ARROGANCE (L)  
LONG HOURS (L)  
CONTROL (L)

### DESIRED CULTURE

ACCOUNTABILITY  
CARING  
HONESTY  
TEAMWORK  
COMPASSION  
CONTINUOUS IMPROVEMENT  
EMPLOYEE ENGAGEMENT  
PATIENT SATISFACTION  
EMPLOYEE RECOGNITION  
RESPECT

# Set clear vision and values



*Great Staff - Great Care - Great Future*

## CARE

We are polite and courteous, welcoming and friendly. We smile and we make time to listen to our patients and staff. We consider the impact our actions have on patients and colleagues. We take pride in our appearance and our hospitals and we try to remain positive.

We do not treat anyone unfairly. We do not let our mood affect the way we treat people. We don't talk negatively about colleagues or other teams. Offensive language, shouting, bullying and spreading rumours are unacceptable.

## HONESTY

We tell the truth compassionately. We involve patients in decisions about their care and we are honest when things go wrong. We always report errors and raise concerns we have about care. Our decisions and actions are based on facts not stories and opinions.

We do not withhold information from colleagues or patients. We never discourage staff from reporting concerns. We are not careless with confidential information. We do not present myths as facts.

## ACCOUNTABILITY

We are all responsible for our decisions and actions and the impact these have on care. All staff are responsible for maintaining high standards of practice and we take every opportunity to continuously learn. Everyone is encouraged to speak up and contribute their ideas to improve the care we provide.

We do not unfairly blame people. We positively embrace change and we don't discourage people from having opinions. Controlling behaviours and silo working should not be exhibited in our Trust.

# Embed the values

- Established a staff charter based on our values and recruited for values as well as competencies
- Adopted a values based approach to recruitment
- Discuss values and behaviours at every Trust induction, rather than HR issues, security and car parking (!)

# Encourage reporting

- Established a SALS service, run by our PALS team
- Freedom to Speak up Guardian (board lead)
- Anti-bullying Tsar
- Reports from all areas are discussed by our workforce team



# Focus on leadership

- Communicated values to our senior managers
- Hold annual senior manager culture sessions to remind them that they are responsible for the culture in their teams
- Addressed leadership development (Great Leaders programme)
- Currently piloting a behavioural approach to management and leadership with a view to training every manager in the Trust with line management responsibility

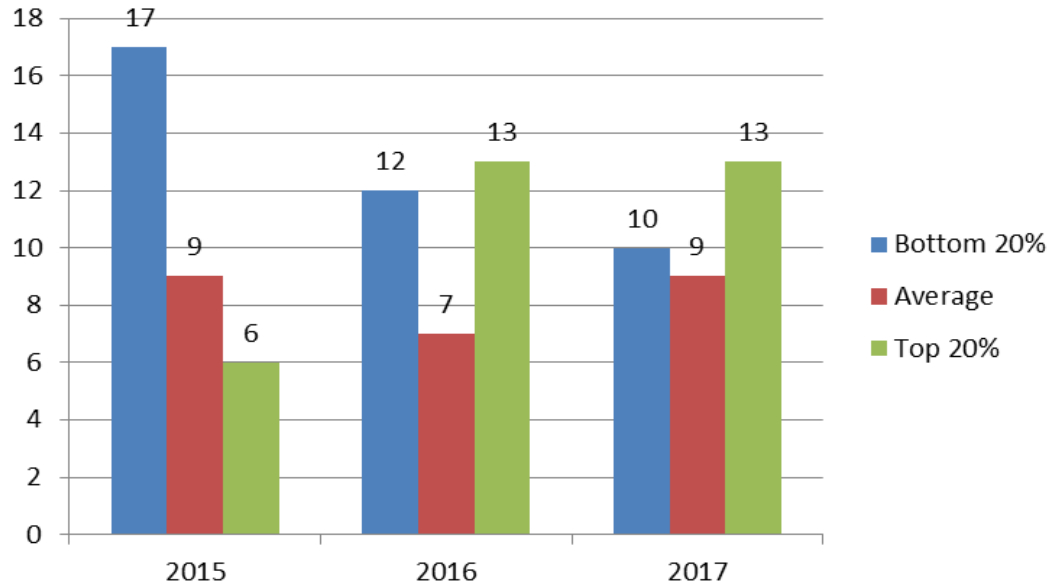
# Invested in recruitment

- Targeted our recruitment at filling ALL vacancies
- Re-branded the Trust 'Remarkable People, Extraordinary Place'
- Invested in creative advertising
- Increased numbers of Hull Uni graduate nurses coming to HEY by over 100% in the last two years

# Adopt a clear measurement

- National Staff Survey uses nine questions to measure staff engagement
- Starting point was 3.54 (out of 5)
- We measure this quarterly – staff FFT
- The system we have created with Capita enables us to receive engagement scores at ward/dept level (where 10+ staff have returned a survey)
- Positioned culture alongside performance and finance, in QPRs

# Our performance against the staff survey key findings has improved significantly



# Cultural assessment – Barrett Survey 2017

## PERSONAL VALUES

HONESTY

CARING

COMPASSION

RESPECT

FAMILY

ACCOUNTABILITY

COMMITMENT

FAIRNESS

DEPENDABILITY

MAKING A DIFFERENCE

## CURRENT CULTURE

HIERARCHY (L)

ACCOUNTABILITY

CARING

BUREAUCRACY (L)

PATIENT SAFETY

LONG HOURS (L)

TEAMWORK

CONTINUOUS IMPROVEMENT

SHORT-TERM FOCUS (L)

RESULTS ORIENTATION

## DESIRED CULTURE

ACCOUNTABILITY

CARING

CONTINUOUS IMPROVEMENT

PROFESSIONALISM

TEAMWORK

COMPASSION

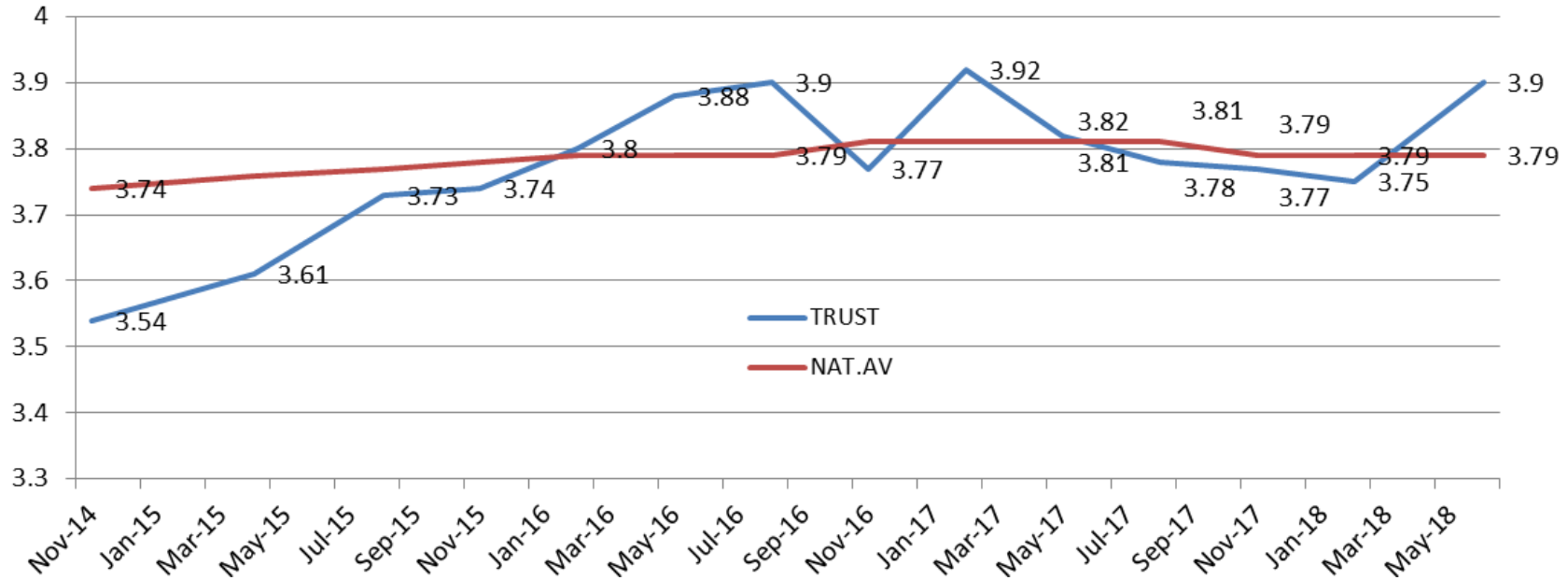
HONESTY

EMPLOYEE ENGAGEMENT







PATIENT SAFETY

RESPECT

# Staff engagement performance



# CQC report 2015

<b>Overall rating for this trust</b>	Requires improvement	
Are services at this trust safe?	Requires improvement	
Are services at this trust effective?	Requires improvement	
Are services at this trust caring?	Good	
Are services at this trust responsive?	Inadequate	
Are services at this trust well-led?	Requires improvement	

## Our ratings for Hull Royal Infirmary

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement	Good	Good	Inadequate	Requires improvement	Requires improvement
Medical care	Requires improvement	Requires improvement	Requires improvement	Inadequate	Requires improvement	Requires improvement
Surgery	Inadequate	Not rated	Not rated	Not rated	Requires improvement	Inadequate
Maternity and gynaecology	Good	Not rated	Not rated	Not rated	Not rated	Good
Services for children and young people	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Outpatients and diagnostic imaging	Good	Not rated	Good	Requires improvement	Good	Good
<b>Overall</b>	Requires improvement	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement

## Our ratings for Castle Hill Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Surgery	Inadequate	Not rated	Not rated	Not rated	Requires improvement	Inadequate
Outpatients and diagnostic imaging	Good	Not rated	Good	Requires improvement	Good	Good
<b>Overall</b>	Requires improvement	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement

# CQC report 2018

<b>Overall rating for this trust</b>	<b>Requires improvement</b> ●
Are services safe?	<b>Requires improvement</b> ●
Are services effective?	<b>Good</b> ●
Are services caring?	<b>Good</b> ●
Are services responsive?	<b>Requires improvement</b> ●
Are services well-led?	<b>Good</b> ●

## Ratings for Hull Royal Infirmary

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good Feb 2017	Good Feb 2017	Good Feb 2017	Requires improvement Feb 2017	Good Feb 2017	Good Feb 2017
Medical care (including older people's care)	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018
Surgery	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018
Critical care	Requires improvement Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Requires improvement Feb 2017	Requires improvement Feb 2017
Maternity	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018
Services for children and young people	Requires improvement Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017
End of life care	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017
Outpatients	Good Jun 2018	N/A	Good Jun 2018	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018
<b>Overall*</b>	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018	Requires improvement Jun 2018	Good Jun 2018	Requires improvement Jun 2018

## Ratings for Castle Hill Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical care (including older people's care)	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018
Surgery	Requires improvement Jun 2018	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Requires improvement Jun 2018
Critical care	Requires improvement Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Requires improvement Feb 2017	Requires improvement Feb 2017
End of life care	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017	Good Feb 2017
Outpatients	Good Jun 2018	N/A	Good Jun 2018	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018
<b>Overall*</b>	Requires improvement Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018	Good Jun 2018

Remarkable people.  
Extraordinary place.