

Council of Governors Update - Staff Friends and Family Quarter One

A version of the below was the basis for the weekly staff brief email #54 on Monday 30 July 2018.

In late July, we received our Quarter One (April- June 2018) staff Friends and Family (FFT) results. The findings continue to be broadly positive and there has been very little change since the last set of results for Quarter Four (January – March 2018):

Sherwood Forest Hospitals FT	Q1 18-19	Q4 17-18
% who would recommend the Trust as a place to work	77	77
% who would recommend the Trust as a place to receive care	88	89
% of staff who responded	24	25

Quarter four was our best ever set of results and Q4's findings are very similar. Below are the Q4 17-18 results for all Trusts in the East Midlands and the National average, which is the last available comparable information. You can see our results were quite a bit better than most Trusts, apart from Chesterfield Royal FT which has shot up recently. However you can see that our response rate (25%) was much better than every other Trust and the National average and Chesterfield's 78% of staff recommending it as a place to work was based on less than 1% of their staff responding to the survey.

The RAG rating on the right hand side indicates whether a Trust has improved (green), stayed the same (amber) or worsened (red) compared to the last set of information.

Q4 2017-18	Place to work	Place to receive care	RAG	Response rate
National	63	80		12%
Chesterfield Royal FT	78	92		1%
Sherwood Forest Hospitals FT	77	89		25%
Derby FT	69	87		9%
Northampton General Hospital NHS Trust	68	85		9%
Nottingham University Hospitals NHS Trust	63	89		10%
University Hospitals of Leicester NHS Trust	55	69		2%
Kettering General Hospital NHS Trust	52	59		4%
United Lincolnshire NHS Trust	31	58		1%

My thoughts on the SFH Q1 and Q4 results are:

- I am pleased we continue to compare well and our improvement in staff feeling engaged has been maintained.
- I am pleased we have a comparatively strong response rate which suggests staff recognise the importance of sharing their views – (West Suffolk FT who state they have the “most engaged staff in the NHS” also had a 25% response rate in Q4).

- It worries me that 8% of colleagues at SFH would not recommend SFH as a place to work and 15% feel indifferent (would neither recommend nor not recommend SFH as a place to work).
- If you take the 8% who would not recommend SFH as a place to work and extrapolate that up for the 4763 staff at SFH, that means that just under 400 staff do not feel engaged and supported by SFH or their line manager. That saddens me.

I have read the Q1 free texts comments – and just to reemphasise again we can identify a comment relates to “admin and clerical staff – King’s Mill Hospital” but we know no more detail, so do not worry that any comments can be traced back to a member of staff. A number of staff asked for their comments not to be published and they won’t be but within the staff who were happy for comments to be published, there are some clear common themes. We received 781 free text comments and 679 were positive and 102 were negative and are concerning. Some of the comments within the 102 are:

- Unfortunately I think there is still a culture of nepotism within the Trust.
- Issues with Management and lack of direction.
- The way some managers speak to staff is very rude.
- Bullying of certain members of staff and being spoken to with no respect for us at all, being belittled in front of other people in the same office.
- Nepotism, unequitable treatment of staff, lack of respect.
- There still needs work to be done around bullying in this trust and lack of support.
- Some staff members are very intimidating to other members of staff. Bullying should be flushed out.
- I don't feel that it is staff friendly as it used to be.
- Favouritism abounds throughout the organisation.
- I do enjoy my job as a whole, but my line manager favours some staff over others.
- I have experienced and seen bullying by members of staff, they are never dealt with by my manager.

I recognise that not all staff will feel engaged for a variety of reasons, so pursuing an ideal where everyone is happy at work and we are all the best of friends, is not going to happen. But I personally do not want to be a CEO in a Trust where some staff experience bullying, nepotism, are not treated fairly and feel excluded. I believe we are making progress with our culture at Sherwood but I am not happy with our **pace of change**. We consistently care for our patients very well at Sherwood but I do not believe we consistently treat our colleagues in the same way and I hear about too many examples of staff not treating their colleagues in a way that is fair. I am certain we will resolve this but it will take time. The best way of accelerating the change is if you accept you have a role to play in this and you choose to change your behaviour. We all make mistakes and I make loads of mistakes but please think about your behaviour and the impact it has on others. We all need to change and improve and where examples of poor behaviour, in particular within the themes above are identified, I can assure you they will now be dealt with appropriately. This change must start at the top but we all have a responsibility here, especially if you are a line manager. Have a think today about what motivates you and whether you are leading your team in a way that would work for you.

The hospitals that have the strongest, most supportive cultures are the ones that provide the safest care. We are already better than most but we have a duty to our patients and our staff to improve our culture and we have the opportunity to do that this week.

This has already been discussed with the executive team and clinical chairs and will shortly be discussed at the wider senior leadership team meeting. More will follow shortly.

Richard Mitchell, CEO, 7 August 2018