



**Northumbria Healthcare**  
NHS Foundation Trust

# Tackling Undermining & Bullying in the NHS

Setting an example – institutional behaviour  
and how to change it – Jim Mackey

8 February 2018

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- Background to Northumbria
- Context regarding staff and Quality
- What is bullying...?
- Setting an example – the Northumbria Approach

# My background – Northumbria Healthcare



## Northumbria's numbers

500,300 pop

2,500 square miles

9,300 staff

500 Docs

10 inpatient sites

>1,100 beds

£ 600m

SOF 1, CQC Outstanding

Integrated Care Provider

## Context regarding staff and quality

- Focus on quality and improvement
- Patient experience
- Staff experience
- Being a great place to work
- It's a people business...

# What is bullying...?

- Power dynamics
- Pressure
- Tone
- SBAR, Human Factors, ...etc.
- Email and social media
- Information and communication
- Accountability vs. bullying...
- Institutional and team culture
- Intent and perception

# Setting an example – the Northumbria approach...

- Kaiser relationship
- Staff experience – mid - late '90's' + HR&OD Strategy
- Values
- Leadership Development
- Improvement approach – **Mission *and* Method**
- OD Approach
- Role modelling
- Communication and engagement
- Mediation and peace finding
- Symbolism ??
- Challenges and openness
- And ..... a work in progress

# Staff Survey – results

## Staff would recommend as a place to work or receive treatment

2016	2015	2014	2013	2012
4.05	4.10	4.01	3.94	3.79

National average for acute trusts 3.79 in 2016

## Recognition and value of staff by managers and the organisation

2016	2015
3.64	3.68

National average for acute trusts 2016 3.45 (new question)

## % of staff experiencing discrimination in the last 12 months

2016	2015	2014	2013	2012
7%	5%	7%	7%	6%

National average for acute trusts 11% in 2016

## % of staff believing the organisation provides equal opportunities for career progression or promotion

2016	2015	2014	2013	2012	2008
95	96	94	94	92	91

National average for acute trusts in 2016 87%

## I would recommend my organisation as a place to work

2016	2015	2014	2013	2012	2008
74	75	72	69	63	53

National average for acute trusts 2016 62%

## Overall staff engagement

2016	2015	2014	2013	2012
3.96	4.02	3.93	3.88	3.79

National average for acute trusts 2016 3.81

## Support from immediate managers

2016	2015	2014	2008
3.88	3.95	3.89	3.36

National average for acute trusts 2016 3.73

## % of staff experiencing bullying harassment or abuse from other staff in the last 12 months lower the score the better)

2016	2015	2014	2013	2012	2008
16%	16%	16%	21%	16%	17%

National average for acute trusts 2016 25%

## Fairness of reporting process for errors near misses etc

	2016	2015	2008	2006
	3.89	3.92	3.46	3.33

National average for acute trusts 2016 – 3.72

## Good communication between managers and staff

2016	2008
39%	25%

National average for acute trusts 2016 – 33%

## Able to contribute to improvements at work

2016	2008
74%	61%

National average for acute trusts 2016 70%

# Setting an example – the Northumbria approach...

So, as an Organisation, I think we need to..... :-

- Recognise this as an issue and air it....
- Set out our stall that our people are key and bullying is unacceptable and won't be tolerated
- Have a holistic approach to looking after the workforce and relentlessly pursue delivery of this
- Be very clear about values and culture
- ***Do what we say..... “people will hear what you say but, more importantly, will watch what you do.....”***





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