

# Cultural Transformation

Positively. Respectfully. Together

# Creating a better culture

- We have worked hard over the last six months and made progress in addressing some of the issues that affect our culture, including:
  - holding regular listening events with staff across the Trust
  - recruiting more than 60 colleagues as culture change agents
  - creating a dedicated Staff Wellbeing Coordinator role to improve support available
  - launching a Wellbeing Toolkit
  - establishing a staff psychological and wellbeing support service
  - increasing the number of staff wellbeing champions from 76 to 116
- The progress has been recognised by the Care Quality Commission who commented in April 2022 that ‘staff reported (that the culture was) going in the right direction’
- This is supported by a downward trend in the number of NSFT colleagues reporting experiences of bullying and harassment

# Building on our progress

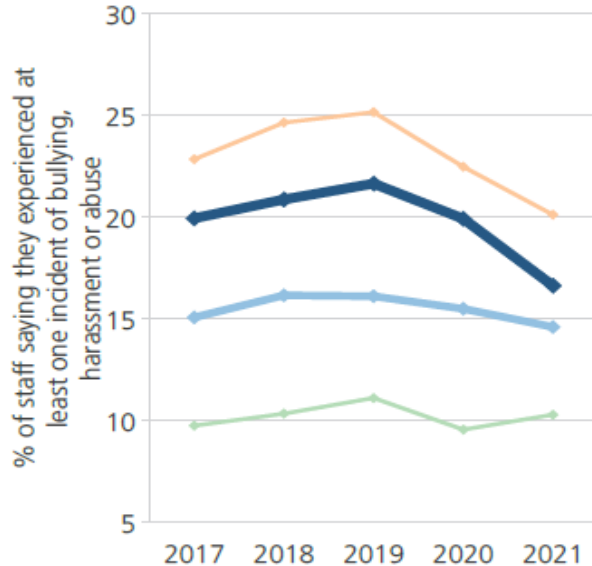
- However, we recognise there is a lot more we need to do to ensure we create a better, safer, and more inclusive culture
- The next phase of our culture transformation programme reinforces our determination to take a zero-tolerance approach to discrimination across the Trust
- Racism, sexism, homophobia, harassment, bullying and any other forms of marginalising behaviour are not acceptable, and we are clear they must be called out, and stamped out, at every level

# Together, we will make the change

- We recognise change won't happen overnight and it won't be easy
- Every member of staff, in every role, in every team, across every service, now must play their part
- Together, we will get to the heart of our issues
- Working with all colleagues, our service users, our stakeholders, national experts, and trusts that have experienced similar challenges, we will find the solutions that work for our organisation and our people
- Equality, diversity, and inclusion must be central to the way we work and live. We know we all must play our part in delivering the change needed to create an environment that allows everyone in our organisation to thrive; so every NSFT colleague can achieve their full potential
- Inaction is not an option

# Our people's experiences

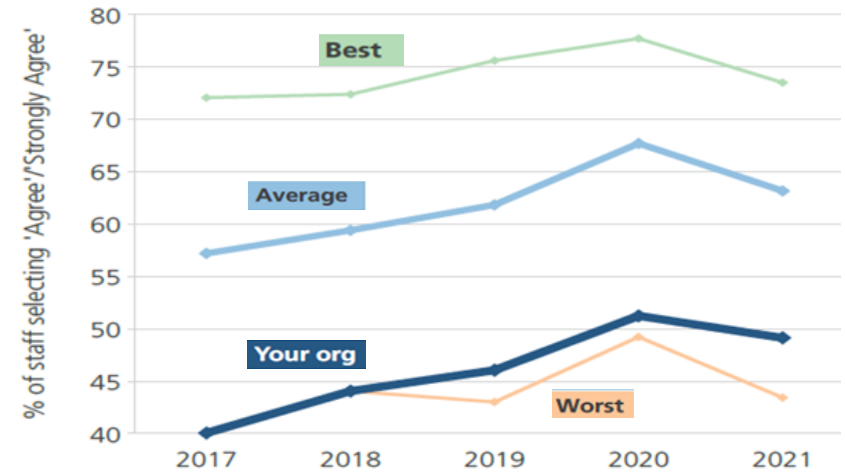
In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from other colleagues?



<b>Worst</b>	22.9%	24.7%	25.2%	22.5%	20.1%
<b>Your org</b>	20.0%	20.9%	21.7%	19.9%	16.6%
<b>Average</b>	15.1%	16.2%	16.1%	15.5%	14.6%
<b>Best</b>	9.8%	10.4%	11.1%	9.6%	10.3%

Responses 1,993 1,959 1,975 1,879 2,184

I would recommend my organisation as a place to work



## 2.7%

Above the worst for "I am confident my organisation would address my concern." (2017-2021)

## 42.1%

of staff left NSFT before completing 2 years service (Oct 21-Mar 22. Target: 30%)

Teams within this organisation work well together to achieve their objectives

<b>Best</b>	65.1%
<b>Your org</b>	39.2%
<b>Average</b>	53.1%
<b>Worst</b>	38.8%

Responses 2,293

**"Not all staff felt able to raise concerns without fear of retribution" ~ CQC report**

# What the data tells us



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- There is a history of sustained poor staff experience and satisfaction at NSFT, with more than 40% of staff leaving within two years of joining
- Staff say they do not have confidence the Trust will address their concerns
- Staff report that bullying and harassment is commonly experienced (although this is improving) along with discriminatory and marginalising behaviour
- The action we take needs to challenge all forms of non-inclusive behaviour
- Some of the issues we face are not unique to NSFT and we will work with system partners to address this
- We know that siloed microcultures-create division and stifle innovation and collaboration

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# In their own words...

"BME staff  
...do not feel  
appreciated."

Bullying and  
harassment review

"People think when LGBT+  
matters are mentioned it  
encourages prejudice."  
LGBT+ Network

"Staff are  
continuously  
kept in the dark  
and the result  
is confusion,  
rumours and  
resentment."  
Staff member (taken  
from Hear to Listen)

"Managers often make  
ill-informed decisions based on  
the fact that they are not aware."  
Bullying and harassment review

"Staff hide their  
disabilities (such as  
dyslexia) for years for  
fear of losing their  
jobs."

Bullying and harassment review

"I've been remarkably lucky in that I was  
able to change departments, and since I  
did, I've experienced the most amazing  
amount of support."

Staff member after experiencing bullying at the Trust

"It was far less likely that  
BME staff are part of the  
in-crowd."

Staff member (taken from Bullying  
and Harassment Review)

"There are a lot of good leaders and  
managers in the Trust and this must be  
recognised."

Staff member (taken from Hear to Listen)

"Staff have shared  
experiences of being  
bullied because they're  
gay."

LGBT+ Network Chair

# What this means for us

- As a Board, we are explicitly and openly naming, owning and taking responsibility for our cultural issues. We will not allow this to be ignored
- Culture does not change overnight. It cannot be improved through quick fixes or a short-term action plan
- We must get to the heart of our issues. This will take time, patience, resilience and will require real ownership and leadership at every level
- We will work with our staff, our managers, our service users, our stakeholders, national experts and trusts that have experienced similar challenges to find the solutions that work for our organisation and our people
- This does not just apply to specific individuals or teams. This is everyone's responsibility to unite to tackle the issue
- We will stand up to discriminatory and marginalising behaviour, supporting staff, service users and carers to speak out and feel safe and accepted
- We owe it to our service users, carers and staff to improve their care and experience of NSFT



# What this means for us

## This does not mean:

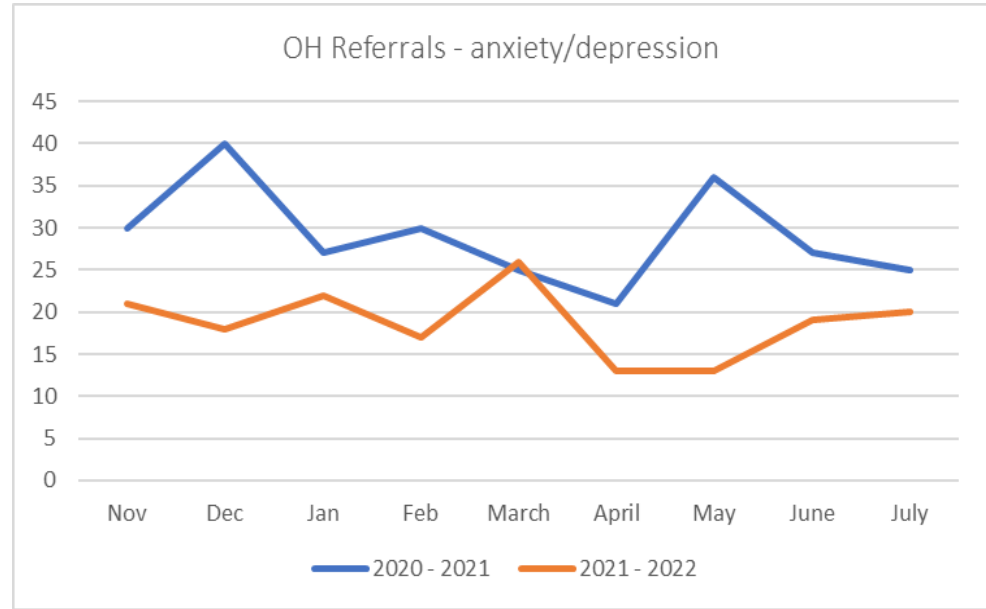
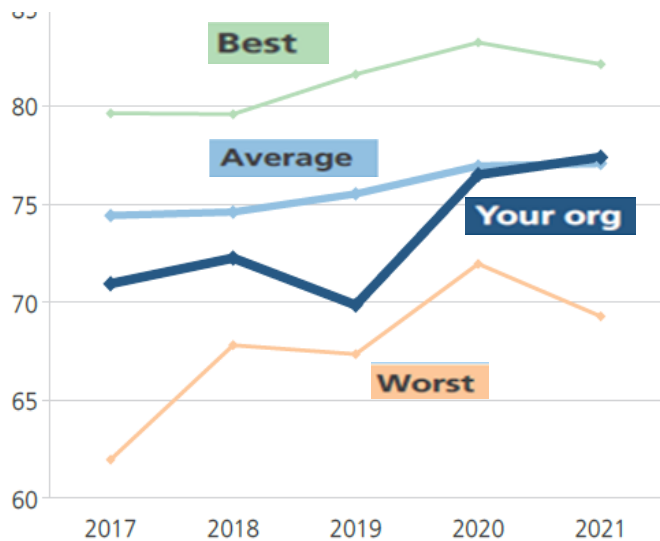
- anyone will be labelled “racist, homophobic, misogynist, or bullies”
- staff should expect their jobs to be at risk
- we expect people to be perfect or that we endorse public shaming

## This does mean:

- we will hold each other to account and visibly live by and demonstrate the Trust values in all that we do
- the Trust will continue to focus on delivering excellent and safe care for service users
- we will continue to improve people’s experience of NSFT
- we will build on the progress we have made so far
- each and every one of us has a part to play

# Let's build on the good

My immediate manager takes a positive interest in my health and well-being



**20%**

reduction in reports of harassment from ethnic minority groups

**81.2%**

of respondent feel safe to share concerns at work (Quarterly staff survey)



*“They (staff) said the trust was heading in the right direction in developing an inclusive culture and acknowledged there was ongoing work to undertake to embed this.” ~ CQC report*

# Our people, our services, our NSFT



Norfolk and Suffolk  
NHS Foundation Trust

We:

- want every single person working for NSFT to feel safe, accepted, respected and supported
- will give a voice to those we haven't yet heard from and continue to listen to those we have
- will stand together and support each other to call out poor behaviours
- will care for each other in the same way we care for those who need our services – with kindness, respect and compassion
- are our culture. We will shape it every minute of every day with our words, our actions and our behaviours
- will always be proud of the work that we do and the difference we make to the people who need us

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# What next?

- Cultural transformation is one of our top priorities
- We will draw on the experiences of our staff, service users and stakeholders to develop a plan to transform our culture, with equality, diversity and inclusion at its heart
- Changing our culture will transform the way we provide care, improve the experience of our staff, and help us overcome quality, safety, service delivery and leadership concerns
- We will make sure we learn from others including those who have overcome similar challenges and draw on external expertise where we need it

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together

FTSU service logo



# What we need to do as a Board

We:

- must all explicitly name, own and take responsibility for our cultural issues
- know not everybody contributes to a negative culture, but it is everybody's responsibility to tackle it. No action is not an option
- need to recognise culture as a key organisational priority and ensure we have the right teams, support and resources in place to do the work that's needed to bring about real change
- must continue to review progress as a Board and hold each other to account in making sure we deliver the change that is needed

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