

# Health and Wellbeing Maternity Visit

York and Scarborough Teaching Hospitals NHS Foundation Trust

Visit 6 and 7 June 2023

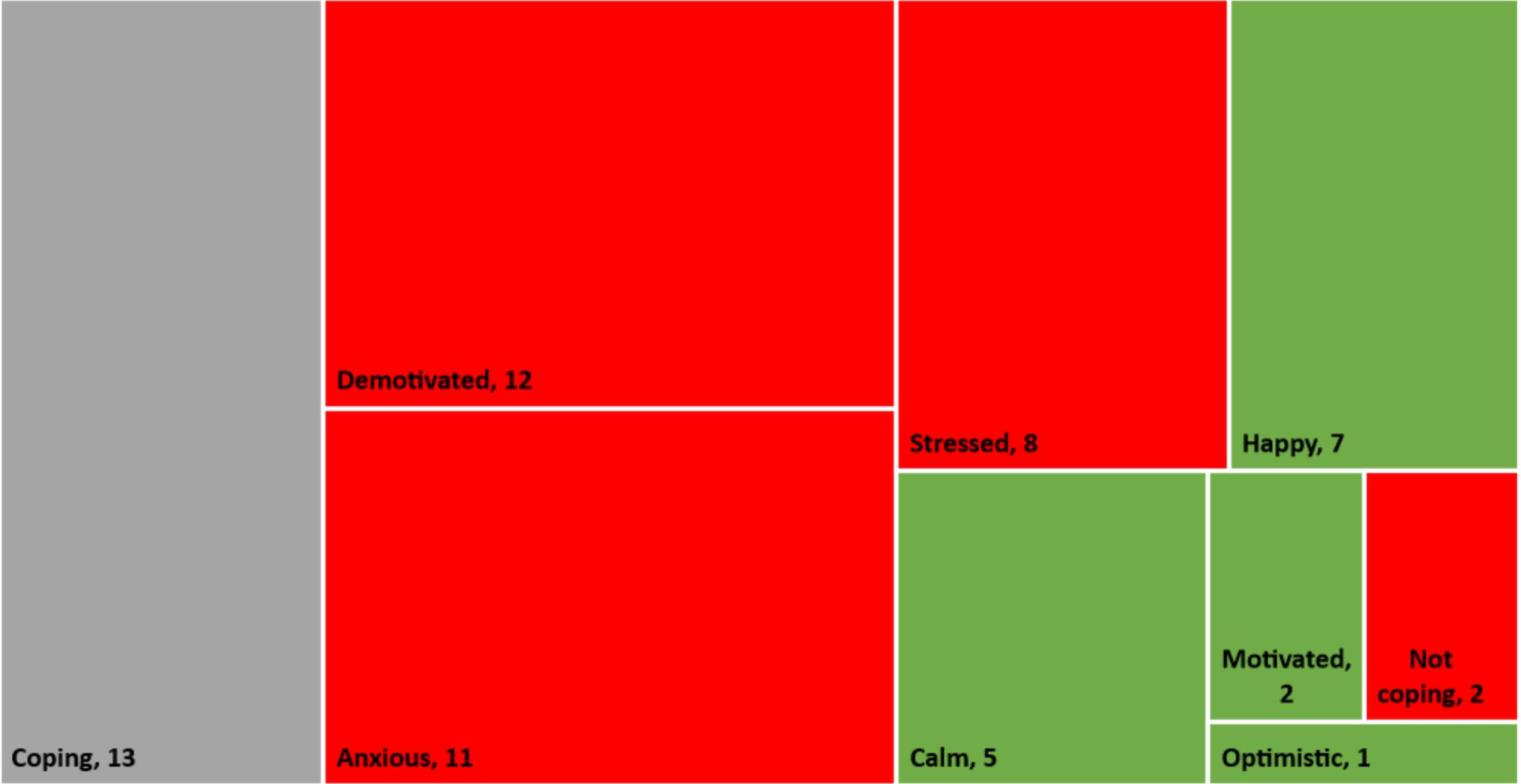
Interim report – 19 June 2023

# Overview and summary

- This summary provides interim data on the maternity listening visit to York and Scarborough Teaching Hospitals NHS Foundation Trust on 6 and 7 June 2023
- Feedback has been provided by 57 staff members to date, via an anonymous feedback survey. 41 responses were from staff at the York site / York community services, with 16 from Scarborough
- Responses to date are mixed, with staff feeling a lot more positive about their immediate teams and managers than the senior leadership team. However staff did also note positive recent changes in senior leadership which were welcomed
- Staff had noted the positive improvements for newly qualified staff, and wanted to see similar support for more experienced midwives
- Recognition, engagement and communication were themes for improvement
- Staffing was mentioned as a theme, along with subjects relating to work life balance
- The new IT system was a source of concern, but there have been constructive comments on the need to support training and bedding in of the system
- Access to rest breaks was raised, as well as feedback on rest spaces as an area for improvement, and there was also feedback on more health and wellbeing support, particularly for mental wellbeing

# Staff sentiments

WHAT ONE WORD DESCRIBES HOW YOU FEEL TODAY



# Staff sentiments – how are you feeling today

- Responses were a mix, with many staff saying that they were coping, but more providing expressly negative than positive themes
- For those responding positively, themes were around having a break from work, the preceptorship programme (and there were many other positive comments elsewhere in the survey from staff newer to the organisation), people who were motivated to make the organisation a good place to work and from people who were more positive by nature. There were some highly positive comments from a small number of staff who told us they love their job
- Reasons for negative responses included around workload and staffing. A small number of respondents commented this led them to anxiety about safety/making mistakes. Not feeling supported was particularly a theme for those at the Scarborough site and was also mentioned by a small number at York
- Other comments related to staff not feeling appreciated, not feeling listened to or consulted on changes, there were also some comments on the new IT system
- For those who said they were coping, there was a sense that they were managing but that they would benefit from more support

*Motivated: To encourage staff to begin enjoying their time at work and realise how valued each individual is*

*Happy: We have had a preceptorship day and did some good team building. I feel well supported by my fellow band 5s and feel refreshed when I spend time with them.*

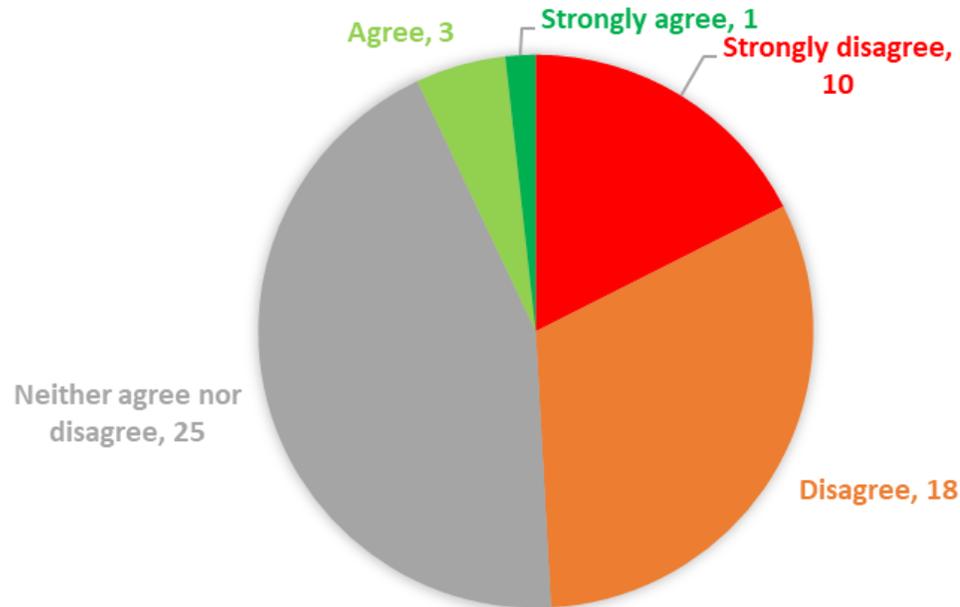
*Demotivated: Hard work not recognised- constant change and criticism - no idea of long term plan constantly short of staff lurch from one crisis to another new computer system- trainers came for just one week*

*Coping: I know the trust have been trying to help, with the most effective thing being more staffing, but morale has now reduced again now that double time has ended.*

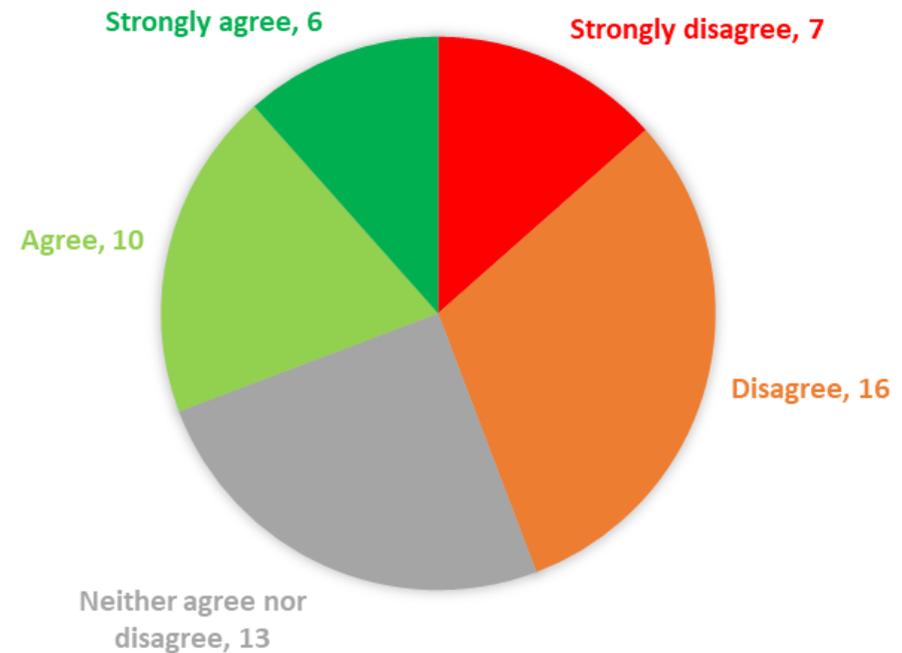
*Coping: I am coping, could I be better supported, yes, could there be a dedicated MH support system we could access that would help our MH, definitely.*

# Perceptions of health and wellbeing

MY ORGANISATION IS PROACTIVELY SUPPORTING MY HEALTH AND WELLBEING



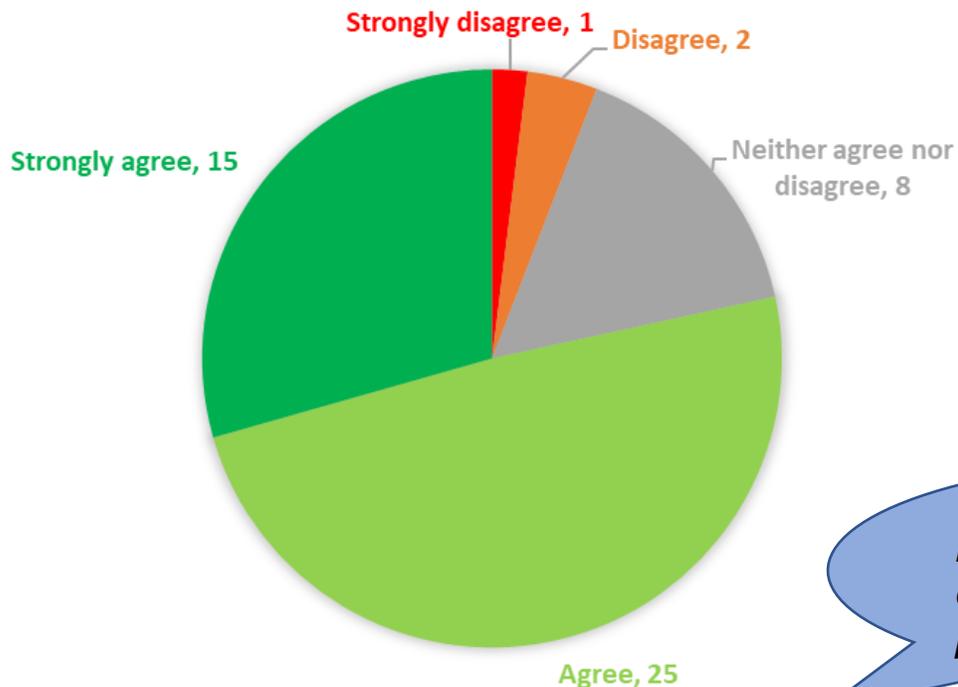
MY MANAGER IS PROACTIVELY SUPPORTING MY HEALTH AND WELLBEING



- Most staff either disagreed or neither agreed nor disagreed that their organisation supports their health and wellbeing, with only a very small number responding positively
- Responses were more a little even for perceptions of manager support, although again most staff either disagreed or neither agreed nor disagreed

# Perceptions of health and wellbeing: teams

## IN MY TEAM WE SUPPORT EACH OTHER



- The vast majority of respondents agreed that their team was mutually supportive, with only a very small number disagreeing
- Comments reflected the positive relationships with immediate colleagues and between clinical teams, although this did not usually extend to managers (although a small number of comments were positive about managers)
- Communication and the IT system were again identified as sources of difficulty
- For those who neither agreed nor disagreed, there were comments about inequity in workload

*We look out for each other, make teas, relieve each other for breaks where possible*

*Workload isn't fairly distributed*

*Some people are team players and some aren't*

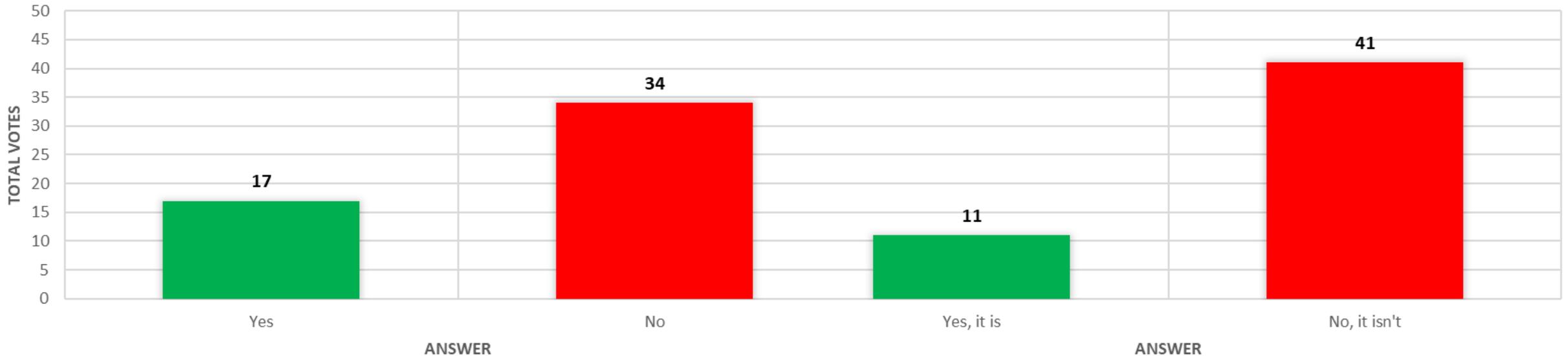
*Each member of staff in each area of maternity I feel does support each other as maybe not all management do, therefore we have to look after each other as much as we can.*

*While I feel supported as a newly qualified midwife, I think that there is a broad breakdown of communication between the team on labour ward and the team on the ward. If this improved, I think the whole team would feel better supported by all their colleagues as opposed to feeling like they are working against each other.*

# HWB facilities

I CAN EASILY ACCESS A REST SPACE

THE REST AREA I HAVE ACCESS TO IS GOOD QUALITY

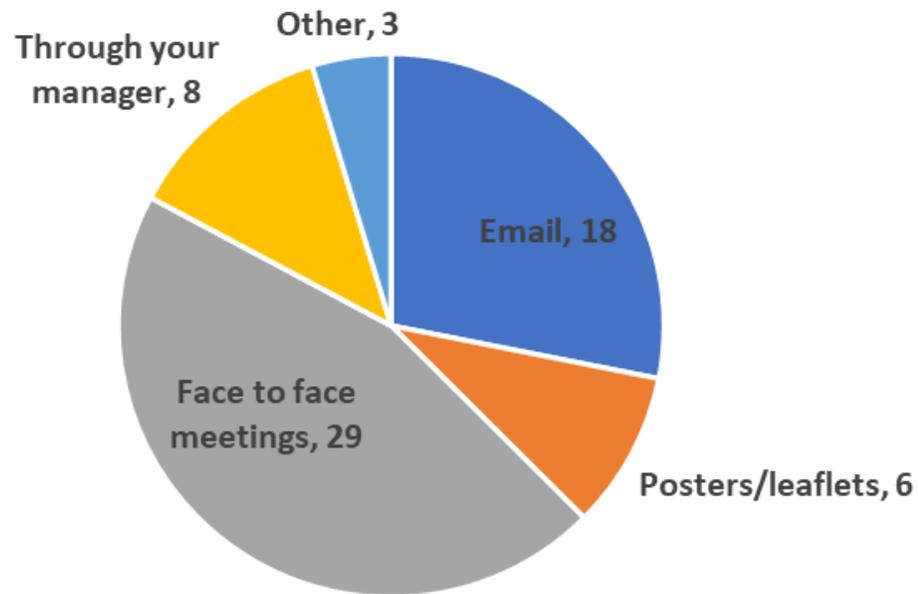


Most staff advised that they could not easily access a rest space, and that the rest space they had available to them was not of good quality

While a majority in York advised that they did not have access to a good quality rest space, in Scarborough only one respondent told us they have access to a suitable rest space

# Leadership Communication

## HOW WOULD YOU PREFER TO RECEIVE COMMUNICATION FROM THE MIDWIFERY SENIOR LEADERSHIP TEAM?



- Staff were asked about how they would prefer to receive communication from the Midwifery Senior Leadership Team
- Of 64 responses many people submitted more than one suggestion, and communication was also mentioned in text responses, therefore it is likely that using multiple means would support communication
- Of the responses nearly half requested face to face meetings as a preferred means of communication, followed by email (although noting other comments relating to concerns with bedding in the new IT system) and through people's manager.
- Other suggestions were to use handover meetings, and other electronic format such as Facebook (a Facebook group was positively mentioned in another comment) and text

# Positive changes

- Staff were asked What is the most positive change you have experienced at work over the last 12 months
- There were a significant number of comments identifying positive changes in leadership and management, and also a smaller number on improved team working and morale. Some respondents also identified the positive impact of the retention midwife.
- A number of staff had been able to make positive changes to their own life or working life; there were also a small number of responses on the flexible working – which may be related
- Three staff noted improvements in staffing – despite staffing being identified as a concern elsewhere
- There were comments on improved equipment, and also on the introduction of balloon catheters in outpatients which was seen as a positive change in terms of both workload and patient care, and an additional scrub nurse support in theatres. Another member of staff also mentioned the re-commencing of face to face antenatal classes
- A small number of respondents (6 of 47) said there were no positive changes

# Future priorities

Staff were asked what they feel is the most important thing to be addressed by the Senior Leadership Team over the next 12 months

- A high number of comments related to a perception that further changes in the senior leadership team would be beneficial
- There were comments related to creating a positive and compassionate culture and actions to improve morale, and others to more meaningful consultation and engagement and better communication
- Increased staffing was also raised as a priority by some respondents and more time to undertake clinics
- Some staff would like to see further action to support and embed the new IT system
- Staff also requested more wellbeing support and check-ins
- There were also a small number of comments asking for improvements in facilities
- A respondent in Scarborough also told us that more could be done to recognise the services on that site

# Feedback to the organisation: themes

- The most common theme on feedback to the Trust was the need to support more senior midwives and their retention, as well as the work already undertaken – and positively received – for newly qualified midwives
- There were some positive comments from staff who were motivated and enjoyed their role (throughout the survey these comments were particularly notable from newer-qualified staff)
- Other themes related to:
  - Communication and engagement
  - Recognition and support
  - Culture and leadership
- There were also a small number of further comments on the IT system and on staffing

*To encourage clear communication which filters through to all levels, ensure staff are valued and know their worth and continue to develop a safe unit for women and babies*

*I feel like I have been welcomed into the team well since qualifying. I feel well supported and generally happy to be at work.*

*We have recently lost a very good band 6 midwife, who left because she wasn't being listened to by her manager. We need to stop this happening again.*

*There is a great workforce within midwifery who will invariably go above and beyond for women and families. They need to be supported to allow them to do this whilst looking after their own well-being.*

# *What one thing would make your life better?*

A word cloud on a light grey background. The words are in various shades of blue and green. The largest word is 'More staff'. Other prominent words include 'Better leadership', 'Different working pattern', 'Improved facilities', 'Feeling valued', 'Time', 'Breaks', and 'More support'. Smaller words include 'Work-life balance', 'Better communication', 'Skill mix', 'Less admin', 'Boost morale', 'Compassion', 'IT', and 'Team work'.

Work-life balance  
Better leadership  
Different working pattern  
Improved facilities  
Better communication  
Skill mix  
**More staff**  
Time Less admin Boost morale  
Feeling valued Compassion  
IT Breaks  
More support  
Team work