



The Newcastle upon Tyne Hospitals

NHS Foundation Trust

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JM/JS

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Dear Whistleblowers

We wanted to write to you via the site to respond to the many comments that have been made and to provide details to you all on the proposed way forward.

Firstly, on behalf of our Board, we want to thank you all for sharing your stories, experiences, and opinions whether this has been on-line, face to face or via email. We appreciate that, for some, reliving their stories has been very painful. We acknowledge and are sorry for the hurt, anger and upset that people have felt and still feel. We have been very humbled in listening and reading people's account of their experiences of working at Newcastle Hospitals.

We know and accept that we have much work to do, and this has been evidenced by the CQC inspections and the many feedback channels that staff have been engaging with, whether this is our staff survey, roadshows, focus groups or directly to us.

The Board is fully committed to making changes so that we can improve our staff (and patient) experience so that Newcastle can be a great place to work and receive care. We know we aren't going to be able to change things overnight but we are taking active steps to improve things.

We have had an encouraging start with staff recently completing an internal staff survey (4,500 responses) which shows some sign that staff are beginning to have hope of improvement, but are still raising concerns. To respond to the CQC findings and feedback from our staff, we have been doing a number of things:

- CEO Roadshows
- Staff focus groups (which ran from October – January)
- Focus on Health and Wellbeing
- Developing leadership and management training
- Development of our People Strategy which focusses on: Health and Wellbeing, Civilities and Behaviours, Feeling Valued and Heard, and Leadership and Management

- Civilities training and the development of a civility charter
- New speak up guardian in place since 1st May
- HR Transformation programme and policy re-write with a focus on people not process

We also have a detailed action plan which outlines and shows progress about the things we are doing to respond to the CQC findings.

We understand that staff want us to take action not just use words and will need to review whether the above interventions have had the desired effect. We certainly hope so, but we will let our staff be the judge of that and continue to monitor this through our staff survey and other feedback forums.

With regard to specific actions required following our meetings, we think we need to:-


- Ensure that themes that run throughout the stories are effectively picked up in the actions above;
- Speak to named colleagues who are still here about the issues raised and feedback to them the concerns raised and the impact this has had and as appropriate, learn any lessons so that we can avoid this happening again in the future. We have for example already started work within the HR team about processes and are reviewing our approach to them.
- There are a couple of stories which we are going to independently review and establish whether the action taken was appropriate. We will feedback any follow up actions specifically with individuals.

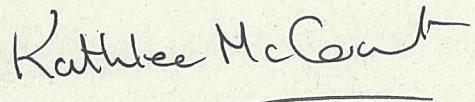
Clearly, quite a lot of the concerns raised were from several years ago, where processes have been completed and in many cases, those involved have left the organisation. We will commit to taking appropriate action but hope that you understand this has to be done within proper process, safely and respecting confidentiality.

I hope that you agree that this action is appropriate and proportionate.

Thank you again for taking the time to meet with us and share your stories.

Yours sincerely


Sir James Mackey
Chief Executive



Professor Kath McCourt
Chair