Creating Positive Cultures

Tackling bullying in the NHS: a collection call to action

To deliver excellent care to patients, our NHS organisations need to be well led and have healthy, supportive, positive workplace cultures. To do this, the SPF encourages NHS organisations to sign the *Tackling Bullying in the NHS - A collective call to action*.

Creating positive cultures – practice posters

The SPF creating positive cultures summit brought together NHS employers, ALBs and trade unions to reflect on the first year of the call to action, and set priorities for the year ahead. Regions/trusts were each asked to complete a poster to share their tackling bullying projects and initiatives. The following posters were displayed at the summit, and show the excellent progress being made to create positive workplace cultures within the NHS.
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Partnership working
Social Partnership Forum – Creating Positive Cultures

Project

Partnership Focus on Bullying & Harassment

Organisation

Plymouth Hospitals NHS Trust

What you put in place

- We designed a series of events to seek the views of our staff on bullying & harassment, to be run in partnership by HR, Trade Unions and our Freedom to Speak Up Guardians.
- Events will include a stand in main hospital foyer on 16/2/17 as part of Fab Change Week for staff to talk to us, a series of drop in clinics led by HR, Guardians or TU reps to share experiences or ask questions, and staff will be invited to hold a 1-1 conversation with nominated contact points.

Expected outcomes

- Our aim, through these conversations, is to develop a better understanding of the most effective ways of supporting staff and improve our processes and interventions to tackle bullying and harassment, and ensure that staff feel able to speak up.
- We anticipate this may lead to an increase in awareness and concerns being raised.

Background

- We know that bullying & harassment can have serious consequences for affected staff and can also lead to poorer patient care.
- We wanted to make sure that any staff member feels safe to and knows how to speak up about bullying & harassment issues.

Did it work?

- We will evaluate the impact of this partnership staff focus but we are encouraged already by the commitment of everyone involved to collectively work together in partnership on this important issue for our staff.

Get In touch

Martin Bamber, Deputy Director of HR
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Social Partnership Forum - Creating Positive Cultures

Project
Collective Call to Action on Bullying in the NHS

Organisation
Chesterfield Royal Hospital

Background
Reviewed the data on bullying within the organisation:
- Direct methods included:
  - national staff survey responses
  - concerns raised to the Speak up Guardian
  - formal complaints about bullying.
- Indirect measures:
  - sickness absence data
  - exit interviews
  - a retention project survey conducted in 2016.

What you put in place
Working group established to review the data on bullying within the organisation.
Developed a paper to get Hospital Leadership Team approval to sign the call to action.
Signed by the Chief Executive and Staffside Chair in October 2017
Photo and publicity on 8th November 2017 with Staff Partnership Committee; Staffside Chair and Director of Finance and Contracting

Expected outcomes
Improvement in base line data and goals in line with the staff survey action plans.
Increased leaders understanding of the Raising Concerns and Dignity at Work Policies.
Leading the Chesterfield Way behaviours ‘lived’ in the Trust.
A trust wide network of Freedom to Speak Up Champions.

Did it work?
A working group has been established to deliver this project and will report to the Board and SPF on the milestones.

Get in touch
This project is led in partnership with our Staff Partnership Committee and Staff Forum:
Sarah Harrington-Pollock, Staffside Chair and Zoe Lintin, Director of Workforce and OD.
Raising awareness and sharing best practice
The Royal Orthopaedic Hospital, Birmingham

Anti Bullying Awareness Week

The Trust is currently preparing for this event as it is keen to embed a zero tolerance culture against bullying in line with the values of the Trust.

Activities include an information stand run by contact officers, videos showing anti bullying films, poster distribution, a ‘Pledge’ activity for staff to say no to bullying, temperature check activity across the hospital and clear information packs on signposting to help and support.

• Increased confidence in staff coming forward and speaking out.

• More awareness of the roles and support offered by different colleagues such as existing contact officer and staff side roles.

• Confirmed pledges from staff at all levels about how they will help to stop any bullying.

There is a fantastic network of support offered by different colleagues in Trust and we wanted to ensure that all staff had the correct information to be able get help if they needed it.

The approach is face to face to ensure staff can have that direct contact with the support network.

An update will be sent after the event.

Clare Mair,
Head OD and Inclusion
The Royal Orthopaedic Hospital
Anti Bullying Week at UHNM

University Hospitals of North Midlands NHS Trust

What you put in place

• In November 2016, the Trust held an Anti-Bullying Week to raise awareness of bullying behaviours and the routes to tackle this. This involved a stand throughout the week at both hospital sites, manned by the Freedom to Speak Up Guardian and supported by staff side, and Employee Support Advisors (whose role is to support staff feeling bullied at work and throughout the Dignity at Work process).

• UHNM Charity Bags for Life were given with relevant literature - staff guide on bullying in the workplace, flyer about the internal staff mediation service, flyer on Employee Support Advisors, flyer on the Freedom to Speak Up Guardian). This was backed up by a dedicated section on the Trust intranet about Dignity at Work, with links to ESA’s, including an interview with an ESA about how they can help; Staff Counselling, Mediation service, resilience training etc.

• Message went out during the week from our CEO, with photos of the CEO and FTSUGuardian holding the ‘Stop Bullying’ placard.

Expected outcomes

The event formed part of an awareness campaign to not only raise awareness of bullying behaviours and that they are not tolerated within the organisation but to also raise awareness of the support services available to all our staff such as our Employee Support Advisors, Staff Counselling service, Mediation service, resilience training etc.

Impact is being measured through the Staff Survey results.

Get In touch
Contact Charlotte Lees Raising Concerns & Workforce Equality Manager at charlotte.lees@uhnm.nhs.uk

Did it work?

The event led to many staff approaching the stands to talk about their experiences and provided valuable feedback about the kind of workplace problems faced.

Next steps: to build upon awareness of bullying behaviours and promote positive behaviours through the refreshed Values and Promises, Leading with Compassion scheme.

By promoting the support services available to staff the expectation is that people will seek support before problems escalate.

Anti Bullying Week will be repeated annually.
Social Partnership Forum – Creating Positive Cultures

Project

National Anti-bullying Week 2017

Organisation

Royal National Orthopaedic Hospital NHS Trust

Background

Bullying and harassment have been a problem at the RNOH for a number of years. While the annual NHS Staff Survey shows that we have been making good progress on improving the overall experience of our staff, our recent efforts to tackle bullying and inappropriate behaviours have not been as successful. The creation of a new OD campaign – ‘RNOH VAL-YOU’ – was viewed as the perfect opportunity to renew our focus on reducing bullying and supporting staff to challenge negative behaviours.

What you put in place

Led by our multi-disciplinary Listening into Action staff forum, the RNOH decided to run an Anti-bullying campaign during the national awareness week. The week involved a series of activities focused on raising awareness and encouraging staff to constructively challenge bullying at work. The week included Forum Theatre sessions on managing inappropriate behaviour, training on the use of conversational feedback models and advice sessions from the Trust’s Freedom to Speak Up Guardian.

Expected outcomes

Staff are responding very positively to our campaign to make the RNOH the best place to work in the NHS. While we are confident we are on the right track, we are setting realistic targets on individual outcomes, such as eliminating bullying. Initially, we are hoping to see an increase in the number of contacts received by our Freedom to Speak Up Guardians and HR advisory teams. We will also be following up with staff who attend the Forum Theatre and training sessions to evaluate changes in confidence to tackle colleague’s inappropriate behaviour.

Get In touch

For more information please contact the RNOH’s Organisational Development team by email: valyou@rnoh.nhs.uk or call 0208 385 3030.

Did it work?

As a Trust, we are taking significant strides towards making the RNOH a consistently great place to work. We recognise, however, that we are not always adept at ensuring messages and information are accessible for all staff. As a large number of our team members do not have regular access to computers and physical communications only have a limited impact. We relied heavily on team briefing cascades and local champions for this initiative, which yielded positive, yet inconsistent results.
Background

- 2016 Staff Survey results indicated that levels of bullying and harassment and violence from service users had remained virtually static at LYPFT in the last three years.
- At a meeting of the JNCC (Executive Team and staff side representatives) it was agreed that the first phase of the programme would be for LYPFT to ask staff for their ideas on how to stop bullying and harassment and what they feel they needed to make the workplace a safe environment for all.

What you put in place

- A trust-wide four week communications campaign, using Team Brief, All User Emails, Newsletters, Staffnet and staff engagement contacts across the Trust was undertaken with staff to raise awareness and encourage participation in an online crowd sourcing conversation.
- The Staff Engagement Team conducted the two week online crowd sourcing conversation, via the internet, with all substantive and bank staff in Aug-Sept 2017 to gain their views into three specific questions.

Expected outcomes

It was agreed ahead of the online conversation that LYPFT wanted:

- to encourage at least 10 percent of our staff to take part.
- the results of the online conversation to be analysed during Sept 2017 and presented to the Workforce and Organisational Development Committee (W&ODC) in Oct 2017.
- The W&ODC would agree a short, medium, long term action plan to introduce appropriate, actionable and sustainable changes to tackle bullying and harassment.
- Future Staff Survey results would be used as a measure.

Did it work?

- The online conversation was highly emotive and 17 percent of staff participated submitting over 2000 contributions.
- LYPFT is now commissioning Arbitration Conciliation Advisory Service (ACAS) to review the results of the conversation and help us to develop an action plan to address the issues.

Get In touch

Susan Tyler, Director of Workforce & Organisational Development – susan.tyler1@nhs.net
Angela Earnshaw, Head of Learning & Organisational Development – angela.earnshaw@nhs.net
Raising Awareness: how to report bullying, harassment and abuse

Our Staff Survey results from 2008 to 2014 were largely unchanged in regard to the question ‘Last Experience of harassment/bullying/ abuse not reported’. In 2015 the rate peaked at 41 percent.

We decided to clarify why this wasn’t being reported and to challenge our own assumptions about the policy being clear on how to do so and started a bigger conversation so that we could be certain that our message about how to report was clear and far reaching.

We participated in the national anti bullying campaign by developing awareness posters outlining ways in which staff can raise a concern and the support available to do so. Each day during the campaign the options were explored in detail via the Trust’s internet site and in person at anti bullying awareness stands.

We have steadily seen increased reporting rates for both formal and informal concerns. We have also seen a marked improvement in our staff survey response rates. In the 2016 staff survey, 70 percent of those completing the survey told us that they have reported harassment, bullying or abuse in the last 12 months.

The campaign was successful in that reporting has improved. We continue to explore bullying and harassment at our staff engagement sessions and staff networks.

Our next steps will be working through our actions identified as part of our Call to Action work.

Get in touch
Social Partnership Forum – Creating Positive Cultures

Project

STOP Workplace Bullying & Harassment

Organisation

Gateshead Health NHS Foundation Trust

What you put in place

We launched a B&H campaign in May 2017

And a mediation service

Expected outcomes

As part of our call to action, we asked our executive team to:
• protect time for mediators to deliver a service
• protect time for staff to participate in a staff diversity forum called ‘YOUR VOICE’
• Asked our business units to promote these activities and embed them within their plans.

This work underpins our People Strategy and associated action plans.

Background

This work is aligned to one of our Equality Objectives:

‘The Trust promotes a culture of inclusion where employees have the opportunity to work in a supportive and positive environment and find a health balance between working life and personal commitments.’

Success will be measured through:-
• No. of referrals for mediation
• No. of B&H cases
• Staff Survey results
• Reasons for sickness absence

To date, we have noted a steady uptake of the mediation service.

Get In touch

ghnt.hr@nhs.net
Values
Our Behavioural Standards Framework (BSF) has been developed by staff to ensure we have a set of core behaviours and attitudes that help us support each other to deliver our vision and values. The Framework applies to us all and is part of everyone’s role. In Oct 2017 the BSF was relaunched (year 3) with a refreshed monthly programme of support.

The Trust is making good progress in this area with an increasing number of people using the hashtag #it’snotokaytobehave thatway. Leadership team/Execs & Staff Side fully on Board so no barriers to implementation – we just need to keep building on progress.

Get In touch
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Assistant Director of Workforce
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Social Partnership Forum – Creating Positive Cultures

**Project**
The LCHS Way – We Listen, We Care, We Act, We Improve

**Organisation**
Lincolnshire Community Health Services NHS Trust

What you put in place

- Embedded in ‘LCHS Way’
- Reviewed data in staff survey, information/intelligence from staff side/TU contacts, FTSU Guardian and HR
- Director of Nursing as lead advocate. Involvement from Disability Action Group, Equality and Diversity Committee, Staff Side, FTSUG, HR and OD
- Using current communication avenues with particular focus on raising awareness, ie anti-bullying screensavers, induction and mandatory training
- Specific ‘facilitated discussions’ and mediation

Expected outcomes

- Improvement in local and national staff survey results
- Improvement in FTSU survey results
- Reduction in queries to staff side
- Positive feedback re ability to raise B&H concerns
- Improvement in engagement
- Not seen as separate project but embedded in ‘The LCHS Way’
- Results measured through surveys, local intelligence and engagement

Background

- Recognised different areas within Trust raising concerns with staff side and wanting to discuss whether these were seen as bullying and not knowing what routes available to address these concerns
- Used staff side local intelligence to assess what was needed to address this

Did it work?

- Some initial barriers identified relating to staff perception
- Overcome these by staff side leading work and myth-busting, together with having senior management buy-in, embedded in LCHS way
- Formal review of results after 12 months
- Results will be shared with JCNC and across LCHS

Get In touch

Angie Scarfe – Staff Side Chair – 07966 182200

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There was a lack of robust baseline data on levels of staff engagement.

Success of our staff engagement approach and proposal for UHNM would rely on a robust measurement of culture, alongside a dynamic range of practical tools.

When used together in combination, they will enable the trust to continuously improve levels of staff wellbeing, engagement and develop capability in improving effective relationships and teamwork.

Leading with Compassion scheme – this scheme is designed to recognise acts of compassionate leadership – big or small by any member of staff across our Trust. Staff, patients and carers can all join in by nominating either online or on a paper nomination form. Every single person nominated receives a personalised badge and card to thank them.

During July 2016 there was a communications campaign around compassionate leadership (this included sending flyers and posters around the organisation and drop ins by the OD team)

The Trust undertook a range of staff engagement events – ‘In Your Shoes’, asking staff what makes a good day and what makes a bad day, and also the online engage@uhnm staff engagement questionnaire.

Expected outcomes

- Increase focus on recognition and values as an organisational priority, including enhancing and promoting the Leading with Compassion scheme as one of our main areas of recognition.
- Obtain a baseline on staff experience and engagement levels.

UHNMs new Values and Promises, launched in September 2017. 500+ staff attended ‘In Your Shoes’ listening events.

The analysis of engage@uhnm and In Your Shoes data did not indicate that bullying at work was a significant concern, despite our Staff Survey figures.

Four refreshed Values were launched at the Trusts September 2017 Annual General Meeting – Safe; Compassion; Together and Improving. Over the next four months each value is being promoted per month beginning with Safe during September.

Get In touch
Contact Charlotte Lees, Raising Concerns and Workforce Equality Manager at charlotte.lees@uhnm.nhs.uk
Social Partnership Forum – Tackling Bullying, creating positive cultures

Project

Embedding the Leeds Way Values

Leeds Teaching Hospitals NHS Trust

Organisation

What you put in place

- Staff Survey – local action plans
- 100% appraisals
- Staff Engagement Group
- BME / LGBT Network Groups established
- Trust Wide and Local CSU Celebration Events with Employee Hero categories
- Trained Mediators and Facilitators
- Increased number of Dignity at Work Advisors
- Quality Tool for continuous improvement

Project

Expected outcomes

- Leeds Way behaviours discussed at every appraisal conversation
- Every CSU to have own local action plan to develop engagement and inclusiveness agenda
- Implementation of Quality Improvement in every CSU
- Overall reduction in Staff Survey Scores for bullying and overall increase in Staff Engagement
- HR policies updated and embedded with Leeds Way Values

Background

The Leeds Way has been in place since 2014. It encompasses 5 core principles: Patient Centred, Accountable, Fair, Empowered, Collaborative. Embedding those has involved a range of HR initiatives to ensure positive cultures, respect and inclusiveness

Did it work?

- Reduction in Staff Survey Bullying Scores from 26% to 23%
- Appraisals >95% across Trust
- Every CSU with Staff Survey communication poster and action plan
- Overall engagement score up above national average

Get In touch
Dean Royles, Director of Organisational Learning and Development (d.royles@nhs.net)
Project

Trust Values and Behaviours

Organisation

Harrogate and District NHS Foundation Trust

What you put in place

Strongly identified Values and Behaviours – every staff member wears them on a lanyard – Responsible, Respectful, Passionate

Values based appraisal using the behavioural framework and was implemented as part of Trust Values in 2015

The project was lead by a multidisciplinary group, interacted with staff roadshows, patient and stakeholder engagement and collaboratively established the framework to cover staff at all levels grouped by: Everyone, Influencers and Organisational Shapers

Expected outcomes

This was part of the workforce strategy, cultural change and is being evaluated on numbers of Employee relations cases concerning behaviours, and staff engagement scores from National Staff Survey and SFFT test.

Background

The Trust although it had strong identity did not have a unified values and behaviours approach.

The Trust wanted to engage widely and to ensure that staff were part of the development of this and could fully identify with the values and understand them as well a living and breathing them.

The Trust took part in a national network and took learning and understanding from NHS colleagues to develop the methodology and framework

Did it work?

Yes the launch of the values and framework along with associated values based recruitment and appraisal has been welcomed within the organisation. The Trust has since TUPE’d staff in from other Trusts and the single identity and vision aids the on boarding process.

Get In touch

Liz Pugh – HR Business Partner
Social Partnership Forum - Creating Positive Cultures

**Project**
Living our values to tackle bullying and harassment

**Organisation**
Barnet, Enfield and Haringey Mental Health NHS Trust

**Background**

Increased percentage of staff reporting B&H in 2016 staff survey (27 percent)

Wanted to reduce the number reporting B&H and support staff to identify and tackle B&H effectively

Gain staff views on positive behaviours and model them through training session

**What you put in place**

• Investment and commitment from Trust Board Refreshed our values

• Ran >80 “living our values” sessions using theatre-based learning

• Complemented LOV sessions with B&H training sessions

• Developed behavioural framework based on staff views and comments

Workforce team led survey and training design Staff-side attended pilots and contributed to scenario

**Expected outcomes**

• Aimed to reach 50 percent of staff through LOV sessions

• Aiming to have lower percent of reported B&H in 2017 staff survey

• Linked to workforce strategy to develop capability, capacity and culture of BEH

• Measure impact through staff survey results, ER cases.

**Did it work?**

Initial slow uptake for sessions but finally over 1,800 attended.

Barriers? Reluctance to participate – word of mouth and positive feedback helped!

Next steps: B&H training, producing summary framework of behaviours for all staff and embedding in recruitment, training etc.

**Get in touch**

Like to know more? Contact jackie.stephen@beh-mht.nhs.uk
Effective Leadership
Social Partnership Forum – Creating Positive Cultures

Project

Gateway to Leadership / Gateway to Management

Organisation

University Hospitals of North Midlands NHS Trust

Background

To develop our compassionate leadership in line with our Organisational Development and People Strategy.

What you put in place

During 2016 the Trust launched Gateway to Leadership - This course is an essential requirement for any member of staff in a management and/or leadership role. The learning outcomes are:

• to provide an understanding of the UHNM leadership philosophy
• to discuss your role and expectations of you as a manager and leader at UHNM
• to act as a foundation, provide access to continued development and growth to develop and build Leadership, team behaviour and capability

In Q3 2017-18 the Trust will be launching Gateway to Management - a range of modules covering management fundamentals. The Dignity at Work module will build managers skills in tackling dignity at work issues such as facilitated meetings and early intervention to stop problems escalating.

Expected outcomes

This course is an essential requirement for any member of staff in a management and/or leadership role and must be completed before any further leadership development can be undertaken.

It explores delegates leadership style and how this can be linked to the culture within UHNM. It is an opportunity to network with other leaders about effective styles and various approaches to leadership and has a programme content of:

• Achieving our 2025 Vision
• Leading with Compassion
• The Compassionate Mind
• Leadership Shadow / behaviours
• Leadership v Management
• Effective People Performance Management
• Engagement & Wellbeing

Get In touch

Contact Charlotte Lees, Raising Concerns and workforce Equality Manager at charlotte.lees@uhnm.nhs.uk

Did it work?

Nearly 800 leaders have gone through our Gateway to Leadership programme and the feedback has been extremely positive.

A pilot of Gateway to Management has been launched in October 2017
Social Partnership Forum – Creating Positive Cultures

Organisation
North West Ambulance Service

Project
Creating Positive Culture – Tackling bullying and harassment

Background
Perceived presence of degrees of bullying and harassment including workplace conflict.

Lack of confidence in the internal process in the best way in dealing with conflict and bullying and harassment issues.

Listening to staff in what they want eg peer support networks

The understanding of the need to make a culture shift where consistency and fairness prevails for the Trust and its employees.

What you put in place
The Trust has supported and implemented networks and channels for staff to speak up such as Freedom to Speak Up, PTS Peer Support, TRiM, Blue Light Champions.

The Dignity at Work policy was implemented which incorporates the ability for managers to take an informal route against workplace conflict.

Leadership programme – ‘Be Think Do’ which focuses on positive leadership behaviours.

Expected outcomes
The support channels have been successful in raising awareness of the benefits of speaking out and signposting to the relevant channels. However, further work needs to be undertaken to ensure that all staff feel able to speak out.

TRiM is in the stage of a phased roll out across the Trust and early evaluation illustrates a positive response.

Frequency of usage of the networks is reported and fed back to HR and management where appropriate.

All these initiatives are linked to the wider workforce strategy of ensuring staff are happy, healthy and well and creating a positive environment.

Get In touch
Katy Evans – Strategic HR Manager
01204 498407

Did it work?
The project is in its infancy and one which overlaps various health and wellbeing interventions.

The Trust has identified a further need to focus specifically on tackling bullying and harassment through planned recommendations.

Over the next 12 months the Trust will develop this project by improving:

- Education and awareness
- Leadership training
- Process to deal with issues.
- Localised accountability
- Data reporting.
Social Partnership Forum - Creating Positive Cultures

Project
Challenging Bullying and Harassment

Organisation
York Teaching Hospital NHS Trust

What you put in place

The outcomes of the feedback led to the creation of or focus on the following initiatives:

• Rewriting both our Bullying and Harassment and our Grievance policy, using the restorative practice approach to encourage employees to resolve concerns and behaviours amongst themselves at the time when things occur.
• In the process of writing a management training course focussing on empowering managers to make appropriate employee based decisions
• Appointed a Challenging Bullying and Harassment champion to work alongside the Freedom to Speak up Guardian and our Staff Side colleagues
• Appointed 34 Fairness Champions across the trust to advocate our values, model desired behaviours and to signpost staff with any concerns accordingly
• Relaunched our Personal Responsibility Framework
• In the process of writing a Culture and Engagement Strategy

Expected outcomes

• A decrease in Bullying and Harassment concerns
• Lessons learned from any concerns raised
• Increase in staff engagement
• People-centred approach to management

Background

Due to the national incentive to tackle B&H in the NHS York Hospital FT actively sought feedback via:
• The Corporate Question on the Staff Friends and Family Test
• Data analysed from the Staff Survey
• The Freedom to Speak Up Guardian
• Our Staff Side colleagues
• Exit Interviews/questionnaire data

Get in touch

Sarah Brown,
Senior HR Lead –
sarah.brown2
@york.nhs.uk
Trainees in Obstetrics and Gynaecology have reported experiencing high levels of bullying and undermining in the workplace as part of the GMC National Trainees Survey. This undoubtedly has an impact on training and patient safety.

The Newcastle upon Tyne Hospitals NHS Foundation Trust

**Project**

Workplace behaviour: A trainee-led approach to tackling bullying and undermining

**Organisation**

**Background**

A trainee-led initiative implemented in a large O&G Department where trainees had reported problems.

- A confidential web-based survey
- Trainees invited to report bullying or undermining behaviours on a monthly basis
- Data on memorable positive training opportunities was also collected.

The information gathered was fed into the Departmental “zero-tolerance” for bullying strategy.

**What you put in place**

The aim was to provide a confidential reporting process and collect data to quantify and understand the issues involved.

**Expected outcomes**

Did it work?

While most trainees did not report experiencing or witnessing bullying or undermining behaviour, a significant minority did report some issues. This feedback provided the basis for ongoing strategies to address the complex contributing factors. In particular, it has emphasised the need for a department-wide, multi-professional approach. High levels of positive training experiences were also reported by trainees.

Get In touch

Nicole O’Connor, senior workforce development officer
Nicole.OConnor@nuth.nhs.uk
Wellbeing, support and resources
2 Trusts merged together in 2017, both with Staff Survey Results below average and showing a steady decline.

We need to take action NOW to halt the decline and start to see a turnaround in staff experience. Focus this year is on our new culture, vision and values. (lived and breathed)

Emphasis on Mindfulness, Nominated Board Lead, Senior Leadership Round Table 15th November, SMT/Team awareness and planning with 6 m follow up, Team Building Days OD EE, Employee Experience Stand – B&H Focus, Partnership working with TU/Staff Side, Governance through Finance & Performance and Workforce Transformation Group, BAME Network and Launch, Review of all BAME disciplinaries before proceeding, Triangulation of Data with FTSU – Discipline – Grievance, Task and Finish Group V&A Patients and Public (Clinical), Social Partnership Forum call for action sponsor, Drill Down Questions in SFFT, Review and strengthen of Bullying Policy, Staff Engagement interventions, HR Grievance Training which includes the Investigation side of Bullying, More Mediators, Bullying and Harassment Week – November 13th 2017.

Get in touch:
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Charlotte Thomas
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Engagement at senior level has been positive. Senior Managers take responsibility for the cultures and behaviours they set in their teams. We will measure the impact of this work when Staff Survey results are released in 2018. Discussions are open and honest which is a positive.

Find us on:
Facebook: @eputstaff
Twitter: @eputstaff
Tackling bullying and harassment: creating a positive culture

How did we identify the problem?
Feedback from Listening Events, Staff Survey results, Staff Side consultation, and employee relations activity.

How we engage with staff

- Walton Way Values: a set of behaviours all staff are expected to demonstrate in their day to day work.
- Staff listening events: regularly held to get feedback, comments, and suggestions straight from the source.
- Berwick Sessions: give staff an opportunity to shape and collaborate on new campaigns and initiatives, and provide feedback on a range of issues.
- Schwartz Rounds: a place for staff to support each other, and share experiences in a safe and secure environment.
- Safety Huddle: a daily meeting to discuss emerging issues and ensure patient care is never compromised and staff issues are addressed.
- Freedom to speak up guardian: a proactive guardian who acts as a point of contact for anyone who needs to talk through or report a concern.
- Staff Side meetings: sharing of soft intelligence to identify issues early and ensure all views are represented and heard.
- Consultant Behavioural Charter: working with consultants to implement a behavioural agreement based on GMC principles.

What outcomes do we expect to see?
Improved staff morale, improved staff retention, increased engagement in forums, events, campaigns etc., and improved staff survey scores.
Organisation: Harrogate and District NHS Foundation Trust

What you put in place:

Freedom to Speak Up Guardian established in 2016

As part of the Francis report into the Whistleblowing culture in the NHS it was identified although the Trust had an open culture that official appointment of this post was still made.

Expected outcomes:

The post remit was specified and publicised and staff encouraged to report and seek advice and support from the FTSU Guardian

To date the FTSU Guardian has good links internally and has resolved issues prior to any formal action.

Background:

Every Trust is required to have the post in place and it was felt that a clinically orientated professional would be approachable and understand all aspects of the Trust to engender trust and openness.

The post reports directly to the Chief Executive and has strong links to the board and Chairman.

Get In touch

Dr Sylvia Wood – FTSU Guardian

Did it work?

The FTSU has had a number of contacts with staff. Currently it forms part of a wider job role as the contacts increase and the role is more widely known there may be a need to increase the capacity. There are now firm plans to appoint Whistleblowing Ambassadors across the Trust including trade union colleagues and Staff Governors.
Harrogate and District NHS Foundation Trust

Mediation Service

Previously within several policies there was mandatory mediation, with untrained mediators. The decision was taken to train some individuals who have since cascaded training with a bespoke in house system. The mediation service is generally called upon prior to any formal action either within the Bullying and Harassment Policy and often called upon to prevent an interpersonal issue from degenerating further.

Mediation Service established since 2011

The mediation service has been in operation since 2011 and although initially led by HR has since recruited and trained 3 clinical individuals to supplement the service.

The Trust has seen success from the mediation service that has repaired workplace relations prior to allegations of bullying and harassment and also aided staff in being able to return to work if off sick due to pressures within relationships. This also forms part of the Trust workforce strategy and cultural change. All cases are recorded anonymised and the success rate is 98 percent.

Get In touch
If you wish to connect with the service please contact a HR Business Partner in the first instance.

The service is very successful and at times has a number of requests that are time sensitive. Two more mediators have been added to the service recently. The service has a non aligned mediation service page on the intranet and generic inbox and responds to requests. The next steps are to proactively market the service internally now the number of trained mediators has increased.
The advisory network receives a number of contacts which they are able to assist staff to resolve prior to escalation. The service is continually reviewed and the training and support provided ensures that their personal resilience when dealing with difficult situations is maintained. We continue to review their needs on a quarterly basis and to expand the network as required.

Get In touch
Sarah Whitton – HR Advisor
Liz Pugh – HR Business Partner
Social Partnership Forum – Creating Positive Cultures

Project

A focus on well-being to improve behaviours at work

Organisation

South West Yorkshire Partnership NHS Foundation Trust

What you put in place

Adopted a well-being approach. Gathered data through our well-being survey to target support. Worked in partnership with Staff Side and Staff networks. Developed behavioural framework based on Trust values.

Expected outcomes

Workforce Strategy includes key objective to reduce bullying and harassment to the lowest level in the NHS during 18/19.

Measure progress through survey feedback and other indicators.

Background

Survey feedback indicates average levels of bullying in the Trust but we are committed to reducing this further. Call to action provides a framework for action based on evidence. Focussed OD activity on positive behaviours at work.

Did it work?

Recognition this involves long term culture change and everyone has responsibility. Continued programme of work e.g. policy review, skills training, improving support etc.

Get In touch

Contact Ashley Hambling, HR Business Manager
0788 100 8183
In response to the National NHS Call to Action as well as feedback from our own Staff Opinion Surveys EMAS developed a programme of action to support our continued improvement in tackling bullying.

EMAS already have actions in progress through the HR & OD work plan. Derived from a number of sources - people strategy, workforce plan, staff opinion survey, Friends and Family Tests

In relation to ‘National NHS Call for Action on Bullying’ EMAS have established an internal working group to take forward key actions.

What you put in place

EMAS has a zero tolerance approach and we are launching a campaign led by the Chief Executive Officer.

We have a local group looking at actions in regard to suicide prevention.

A RESPECT Booklet is to be launched as part of a Dignity Day

There are many support pathways in place such as P2P, PCW, Chaplin, TRiM Assessments.

EMAS Provide Training on:
• Equality and Diversity
• Bullying and Harassment
• Professional behaviour in the workplace
• Leadership and Management Development
• Resilience

Policy reviews include:
• Bullying and Harassment
• Freedom to Speak up: Raising Concerns
• Disciplinary

EMAS will continue to implement and monitor the HR and OD plan’s actions.

Tina Richardson, Deputy Director of HR
Tina.richardson@emas.nhs.uk

Whilst it is early days in terms of the actions EMAS are taking, it has been identified that we have and continue to take significant steps.
The Common Culture of Quality Care sessions were focus groups to enable employees to reflect on the following:

- To empower staff to express their views of working in the Clinical Commissioning Group
- To review the current climate of employee’s health and well being
- To develop structures and processes for staff to express their perceptions on working for the Clinical Commissioning Group

**What you put in place**

- A comfortable and judgement free environment for staff to express their opinions
- A bespoke tailored facilitated programme
- Staff supported and encouraged to attend the focus group sessions
- Access to mentoring and coaching sessions as a result of attending the focus groups

**Expected outcomes**

- The development of a staff involvement group
- Focused and bespoke training, mentoring and coaching sessions for all staff
- A robust training system in place to have courageous conversations

**Did it work?**

Staff testimonials of the sessions:

“Time to reflect on pertinent issues.”

“Groups discussion good and not too long.”

“enjoyed the session very good thank you.”

**Get in touch**

Human Resources Business Partner
Hannah Preston
Hannah.Preston@hertsvall
eysccg.nhs.uk

Learning and Development Manager
Satvinder Aulak
Satvinder.aulak@hertsvall
eysccg.nhs.uk
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**What you put in place**

- A comfortable and judgement free environment for staff to express their opinions
- A bespoke tailored facilitated programme
- Staff supported and encouraged to attend the focus group sessions
- Access to mentoring and coaching sessions as a result of attending the focus groups

**Expected outcomes**

- The review of the staff involvement group to ensure it “fits its purpose”
- Evaluate the current working practices in light of the CCG values
- Develop a robust training and mentoring programme
- Work with employees to support them in having courageous conversations in solving difficult situations

**Did it work?**

Staff testimonials of the sessions:

- “the session was good”
- “listening event empowered us to give our views”
- “well presented session”
The Common Culture of Quality Care sessions were focus groups to enable employees to reflect on the following:

- To empower staff to express their wishes and feelings of working in the Clinical Commissioning Group
- To review the current climate of employees' health and well-being
- To develop structures and processes for staff to express their views on working for the Clinical Commissioning Group

**What you put in place**

- A comfortable and judgement free environment for staff to express their opinions
- Freedom to Speak up Guardian appointed
- A bespoke tailored facilitated programme following an all staff conference
- Staff supported and encouraged to attend focus group sessions
- Access to mentoring and coaching sessions as a result of attending the focus groups

**Did it work?**

Staff engaged in the opportunity to express:

- their views and perceptions of working in the Clinical Commissioning Group
- the Staff Involvement Group developed
- health and well-being events have been hosted
- SLT developed an accountability framework

**Expected outcomes**

- Temperature check to obtain staff views, of their place of work
- Developing organisational learning and processes through training to enhance better communication
- Discussions in the staff involvement group to evaluate behaviours and responsibilities in reference to the organisational values
The Common Culture of Quality Care sessions were focus groups to enable employees to reflect on the following:

- To empower staff to express their wishes and feelings of working in the Clinical Commissioning Group
- To review the current climate of employee’s health and well being
- To develop structures and processes for staff to express their views on working for the Clinical Commissioning Group

**What you put in place**

- A comfortable and judgement free environment for staff to express their opinions
- A bespoke tailored facilitated programme
- Staff supported and encouraged to attend the focus group sessions
- Access to mentoring and coaching sessions as a result of attending the focus groups

**Did it work?**

Staff felt empowered to express their views on:

- Communication between teams
- How they could work together more cohesively
- The identification of further work required how staff can live the values of Bedfordshire Clinical Commissioning Group

**Expected outcomes**

- The development of a Staff Involvement Group
- Mentoring and Coaching programmes to support staff to have courageous conversations
- Health and well being events to support staff well being

**Get in touch**

**Helen Hayes**
Helen.Haynes@hertsvalleysccg.nhs.uk

**Satvinder Aulak**
Satvinder.aulak@hertsvalleysccg.nhs.uk
Social Partnership Forum – Creating Positive Cultures

**Be a buddy, not a bully**

**Organisation**
Norfolk Community Health & Care NHS Trust

**What you put in place**
- Trust Action Plan
- Task and finish group
- Promotional Campaign
- Buddy Network
- Your Voice Our Future (YVOF)
- Freedom To Speak Up (FTSU)
- Leadership Promises

**Expected outcomes**
- Impact on Staff Survey
- Increase in more Formal Action

**Background**
- Staff Survey Results
- Initial Unison Survey
- Increase in perception that didn’t result in Formal Action

**Did it work?**
- It is currently early days
- Planning to look at data results in March 2018
- Formal Review following in April – June 2018

Get In touch
Tel: 01603 272618
Social Partnership Forum – Tackling Bullying, creating positive cultures

Project

Tackling Bullying & Harassment

Organisation

Cambridgeshire Community Services NHS Trust

What you put in place

- Completed a cultural enquiry, and training sessions for staff who have experienced abuse from patients/public.
- Highlighted an ‘impartial listening ear’ for staff to share their experiences and promoted our Freedom to Speak Up Guardian.
- Introduced unconscious bias training at our corporate induction and embedded it into all training and leadership programmes.
- Developed the role of Cultural Ambassador.
- Created a staff leaflet to raise awareness and regular all staff messages in our weekly bulletin.
- Reviewed our conflict resolution training.

Expected outcomes

From the action we’ve taken we:
- Saw a significant reduction in staff reporting incidents of bullying and harassment from members of the public/patients in our NHS Staff Survey 2016 results.
- Strive for improved results in the NHS Staff Survey 2017 question related to staff experience of bullying and harassment over the last 12 months.
- May see an increase in bullying cases being brought forward for formal investigation, in line with our strong reporting culture.

Background

As an NHS Trust, we, like many others nationally have a zero tolerance approach to bullying and harassment.

The following prompted further action:
- The Call to Action on bullying and harassment.
- Results from the NHS Staff Survey 2016 revealed that some staff were still experiencing bullying and harassment and therefore we still have room for improvement in this area.

Did it work?

We see this as an ongoing and flexible process.

Our mission to tackle bullying in the workplace and make it one where a zero tolerance approach to bullying is viewed as a real & meaningful cultural change continues.

Our 2016 results have demonstrated an improvement and we await the results of this year’s Staff Survey with interest.

Get In touch

- Linda Thomas, Senior HR Business Partner, Linda.Thomas7@nhs.net
- Heather Bennett, Chair of Staffside, Heather.Bennett3@nhs.net
PORTSMOUTH HOSPITALS NHS TRUST

NSS 2015 identified 1 in 4 staff experienced B&H in the previous 12 months.

As an organisation we were disappointed with this as PHT want our staff to work in an environment where they are treated with dignity and respect whilst carrying out their duties.

Board commitment
Deep dive survey to understand the issue
PHT committed to the ‘Respect Me’ campaign led by our Staff Side Chair
Task and Finish Work group with representatives of staff groups and demographics
Bespoke marketing materials and new webpage for staff with signposting for support / guidance.
Confidential email and hotline

RESPECT ME – Prevention of Workplace Bullying & Harassment

Linked to Workforce & OD Strategy and CQC ‘Well Led’ domain
Increased reporting and faster resolution
Reduction of staff experiencing Bullying & Harassment
Measured through NSS 2017 results
Improvement of staff Friends and Family test who would recommend PHT as a place to work

Georgina.ashford@porthosp.nhs.uk
Susie.lowe@porthosp.nhs.uk

Get In touch

Did it work?

• Frequency of information to staff revised following feedback
• CQC ‘Well Led’ visit identified staff still felt unable to raise concerns
• Strengthened FTSU Guardian role and recruitment of 17 Advocates
• External consultant to evaluate current position
A number of informal complaints were received about bullying within the Maternity Services Department.

Despite various options open to staff on how to raise the issues, staff felt unable to speak out about their complaints or to take any of their concerns forward formally.

These issues were also highlighted to the CQC and as a result, the Trust was challenged to account for what action was being taken in response to the concerns raised.

These actions were to be fed back to the CQC as part of Trust-wide improvements.

To help reassure staff that the complaints would remain anonymous, and to gather opinions of all the staff within that a large area, a Survey Monkey questionnaire was set up.

- The Questionnaire asked a number of questions in relation to management about; general support, their ability to raise concerns, feelings of being undermined or bullied, training and development.
- The management team was supported to help prepare for and understand the feedback that was likely to be received.
- The department, supported by HR, then arranged meetings with staff to feedback the findings, and discuss the department and culture.
- This was followed up with the Divisional HR Business Partner and the Head of Midwifery meeting with the senior team leaders to feed back comments from staff and devise some workshops regarding delivery of effective leadership.

The Trust expected that with Survey Monkey in place, Staff would feel able to express their concerns fully.

As there were concerns regarding a general bullying culture around the department, it was expected that a number of bullying and harassment concerns would be highlighted in the survey.

- NHSI awarded the department £10,000 to help facilitate team-building workshops and additional training.
- This is a recent project, so discussions are currently in progress as to what arrangements will be put in place.
- A follow-up survey is going to be released following the projects to see if feedback has improved.

Get In touch
Ann Martin, Employee Relations Case Manager
ann.martin@colchesterhospital.nhs.uk
In 2016 the CQC Inspection identified a bullying culture in our organisation. This was also indicated in our 2016 Staff Survey and other staff opinion surveys. The Behaviour Focus Group agreed that a whole organisational approach was essential to address the bullying culture, working from top level executives down.

The research we undertook recommended that implementing interventions that aim to prevent bullying before it occurs, managing bullying as it occurs and offer support to help targets recover and bullies to change.

The Staff Experience Group formed a Behaviour Focus Group to address how we should tackle bullying and harassment.

The group was formed in February 2017 and decided to recruit a selection of staff from across the organisation to become Anti-Bullying Advisors as an additional element to their substantive role.

Eleven Anti-Bullying Advisors were appointed and received training between Aug-Oct 2017. This training included coaching skills, HR processes, Myers Briggs Type Indicator and Challenging Conversations.

The Appraisal paperwork and the Corporate Induction Programme were both radically reviewed to reflect the importance we are placing on eradicating this behaviour, and to set out what behaviour is expected.

We have held ‘Forum Theatre’ style sessions on Bullying and Harassment. Initially this was delivered to Executives and Senior Management, with the view to roll this out to all staff over the coming 12 months.

We ask staff to take a pledge of commitment to model positive behaviours and tackle bullying and harassment if they experience it.

The goal is for our organisation to provide excellent, compassionate leadership in a supportive culture where staff can flourish and problem behaviours such as bullying disappear.

We aim to achieve the overarching leadership and cultural change to tackle bullying in partnership with staff.

We intend to support staff to respectfully challenge problem behaviours in the meantime.

We aim to achieve a measurable change which is reflected in the results of our Staff Survey by September 2018.

We aim for all staff to know bullying and harassment is unacceptable and for them to know how access support if needed.

We have just completed all the Anti-Bullying Advisor training sessions and launched our initiative this week, in line with National Anti-Bullying Week.

We will be gathering evaluation in the coming weeks from our Anti-Bullying Advisors on how they experienced their training and whether it has appropriately equipped them to carry out their role.

It is too early to say whether this has made a difference to bullying behaviour, however the feedback we have received this week has been very positive.

Jacqui Skeel, Assistant Director for Organisational Development
01983 822099 ext 3249
jacqui.skeel@iow.nhs.uk
Through various staff engagement forums it became evident that many staff were unsure where to go to seek informal advice and support in relation to difficulties they were experiencing in the workplace.

The initial aim was to ensure that staff were aware of the support networks available to them. Communicating this information took the form of various engagement forums as well as producing information cards to help promote use of these services.

The success/impact of the scheme will be measured through staff satisfaction and engagement surveys (SFFT and Staff survey) as well as the uptake of the service provide by the Employee Relations Team and First Stop Contact Officers (FSCO)s and also a reduction in the number of grievances being raised.
London Ambulance Service

This is a new intervention to reduce conflict and improve communication skills across both our clinical and corporate services. It was one of a number of interventions we used to tackle a culture of Bullying and Harassment which was identified in a 2015 CQC inspection report which placed the London Ambulance Service in special measures.

We introduced round table facilitation skills which is a peer led intervention to encourage and support staff to start to have facilitated and difficult conversations about conflict before it escalates. The round table intervention is a less formal version of mediation. All the staff who were selected as facilitators were volunteers who applied for the 2 day training with their managers full support.

We are hoping to reduce the impact that interpersonal conflict causes in teams through providing a timely and informal solution which is to hold facilitated conversations with a solution’s focus supported by peers.

Our overall aim is to use this intervention to increase respect in the workplace and promote a culture of nip it in the bud if you have concerns when working at London Ambulance Service.

Catherine Gaskell
B&H Specialist
London Ambulance Service

Early indications are that this intervention is able to resolve concerns speedily particularly involving communication in a more timely way than utilising the grievance process which puts parties in an adversarial position from the get go...
Since then the Trust has introduced a number of ways to increase open and honest feedback in a safe environment. This includes, Speak up champion, occupational health and wellbeing service, PAM assist, Weather Watch - to allow staff to give feedback and speak up about what is going on locally. A number of wellbeing at work roadshows to promote staff safety and the Speak Up Champion took place across the Trust.

In line with our Trust’s values and behaviours, the Trust is committed to encouraging a culture of learning and speaking up which is vitally important in order to maintain the safety and quality of our services and our staff.

The roadshows were well attended and received excellent feedback as have the Weather Watch sessions. Staff now have greater awareness of the different ways they can raise concerns and are actively using them.
Social Partnership Forum - Creating Positive Cultures

Project
Respecting each other

Organisation
Dartford and Gravesham NHS Trust

Background
In the Trust’s staff survey 2016 results, the percentage of staff experiencing discrimination at work in the last 12 months was in the Trusts bottom 5 ranking survey scores, and the percentage of staff experiencing bullying and harassment in last 12 months was above (worse than) average compared with other acute Trusts.

What you put in place
A “respecting each other” action plan was developed and agreed with staff side colleagues via our JCC (joint staff consultative committee). Tools and resources have been developed including guidance for managers on building positive workplace behaviours; forums for staff to raise concerns; confidential (and trained) bullying and harassment contacts. Trust policies will be updated to reflect the enhanced approach.

Expected outcomes
In the context of the Trust’s high overall staff engagement scores, and many staff reporting a positive experience of working here, our aim is for all staff to feel they are treated in a positive way by colleagues. “I challenge bullying and harassment” and “I create a positive working environment.”

Did it work?
The action plan only began in August 2017, however there has been lots of positive feedback already. Our staff side colleagues have been supportive in using this plan as an example to encourage staff to complete their staff survey as it demonstrates the Trust is listening closely and is committed to responding.

Get in touch
Louise Lester
Deputy HR Director
Louise.lester1@nhs.net
Building conflict competence

**Organisation**

Northumbria Healthcare NHS Foundation Trust (NHFT)

**What you put in place**

- Key indicators used to identify stress ‘hotspots’
- Mediation service for staff
- Conflict resolution training
- Line manager training
- Values-based recruitment
- Organisational policies and strategies linked to conflict competence
- Key stakeholders embed the organisation’s commitment to conflict management.

For more info, see NHFT case study: [www.nhsemployers.org/case-studies-and-resources](http://www.nhsemployers.org/case-studies-and-resources)

**Expected outcomes**

Research by Latreille and Saundry on behalf of ACAS (2015) revealed perceived causes of conflict at NHFT and highlighted how time-consuming conflict could be.

The research concluded that NHFT ‘provides a unique example of an organisation that has adopted a strategic and systematic approach to conflict management.’

**Background**

Workplace conflict can:
- Result in staff suffering undue stress and sickness
- Impact on team working
- Lead to grievances
- Have a financial cost to an organisation
- Detrimental impact on patient care.

NHFT is enabling its staff to better manage conflict in the workplace. An internal workplace mediation service, part of a wider ‘culture of resolution’ is having a positive impact in the trust.

**Did it work?**

NHS Staff Survey results 2016 - the percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months in NHFT was 16 per cent (the best score for an acute trust). The national average for acute trusts is 25 per cent.

Get In touch
Teresa Jennings, consultant clinical psychologist in occupational health, NHFT, Teresa.Jennings@northumbria-healthcare.nhs.uk
Social Partnership Forum – Tackling Bullying, creating positive cultures

Project

Zero Tolerance

Organisation

Cambridgeshire & Peterborough Clinical Commissioning Group

What you put in place

• BME Focus Groups to improve race equality in our organisation
• Reintroduction of Health, Safety & Wellbeing Forum
• Set up new Health & Wellbeing Champion group
• Training Interventions to create a culture of fairness and equality
• Managers Induction

Background

In our 2016/17 Staff Survey a number of health and wellbeing indicators had dropped from our previous Survey. With nearly 13 percent of staff reporting they had experience of bullying & harassment in the workplace and a drop of 13 percent in staff feeling that they have opportunities for progression regardless of ethnic background, gender, religion, sexual orientation disability or age.

Expected outcomes

Our Health, Safety & Wellbeing Forum introduced an Improvement Plan to address organisational health. For 2017/18 a new priority, along with the existing seven, was included focusing on mental health, recognising psychological wellbeing and providing a safe and healthy working environment.

Did it work?

So far has been positive, with over 20 staff interested in improving organisational culture by volunteering to become a Health & Wellbeing Champion.

We will conduct another Staff Survey in 2018 to assess the impact of our interventions.

Get in touch

Heather Dadds: HR Health & Wellbeing Lead
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Email: heather.dadds@nhs.net