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 NHS organisations in the East of England.
East of England posters - index

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Project

Social Partnership Forum – Creating Positive Cultures

Organisation

Essex Partnership NHS Trust

Background

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)

What you put in place

- 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

Learning/Coaching

- Supervision and Performance Management
- Management Development Programme sessions Difficult
- Conversations/knowing your team/wellbeing & diversity
- Team Meetings (Schwartz Rounds)
- Resilience Coaching
- Supportive Leadership and Manager Behaviour Training
- Leadership Development B1-5
- Nye Bevan – Leadership Academy Senior Leaders
- Mary Seacole – Leadership Development Programme

Did it work?

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.

Get in touch:

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Tackling Bullying, creating positive cultures

**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

**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 focussing on mental health, recognising psychological wellbeing and providing a safe and healthy working environment.

**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.

**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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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
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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
Social Partnership Forum – Creating Positive Cultures

Project

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
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.”
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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
- 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

Expected outcomes:

- Staff testimonials of the sessions:
  “the session was good”
  “listening event empowered us to give our views”
  “well presented session”
Common Culture of Quality Care

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

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

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

Get in touch

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The Common Culture of Quality Care

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- 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
- Mentoring and Coaching programmes to support staff to have courageous conversations
- Health and well being events to support staff well being

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