Creating Positive Cultures

The SPF’s Call to Action encourages employers and trade unions to work in partnership to identify and address problem behaviours and embed supportive workplace cultures. Cultures in which staff can flourish and provide excellent care.

In November 2017, the SPF creating positive cultures summit brought together NHS employers, arm’s length bodies and trade unions to reflect on the first year of the call to action. NHS organisations completed practice posters to share information on their initiatives to improve workplace cultures. The posters were displayed at the summit and later collated into a document which was published on the SPF website.

The SPF asked the organisations that submitted posters in 2017 to complete a follow up poster in 2018 charting progress made over the year. These posters have been collated below and provide useful information that can be used by others who want to replicate or learn from existing practice.
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Partnership working
Social Partnership Forum – Creating Positive Cultures

Project

Collective call to action on bullying in the NHS

Expected outcomes

• Improved baseline data and goals in line with staff survey action plans.
• Increased understanding of dignity and work and freedom to speak up policies.
• Leading the Chesterfield Way behaviours ‘lived’ in the trust.
• Effective network of freedom to speak up champions.

Did it work?

A working group, including staff side colleagues and our freedom to speak up guardian, is established to deliver this project. An action plan is in place. Awareness raising was undertaken during anti-bullying week, 12 November 2018.

Get in touch

Gill Stevens, Head of HR
g.stevens1@nhs.net

Background

The trust signed up to the SPF call to action in October 2017 following a review of data on bullying within the organisation.

What you put in place

• Call to action signed by chief executive and staff side chair in October 2017.
• Signing of the pledge publicised on 8 November 2017.
• Developed a trust wide network of freedom to speak up champions.
• Leading the Chesterfield Way leadership development programme delivered to senior leaders across the organisation.
• Leading the Chesterfield Way behaviours framework publicised across the organisation.
• Action plan developed as a result of working group discussions.
• Awareness raising in anti-bullying week.

Organisation

Chesterfield Royal Hospital NHS Foundation Trust
Collecting intelligence
In Summer 2018 we undertook a roadshow which was hosted by HR, trade union colleagues, the freedom to speak up guardian and bullying and harassment advisor network, which showcased all the support services available to staff. The roadshow visited areas of the trust which were identified as hotspot areas as well as areas of good practice at which a number of contacts were made. Following the roadshow interviews were arranged with a range of staff within these departments to talk about their experiences, the culture, the best practice being demonstrated and, where necessary, providing support. An output report is being compiled for triangulation with staff survey and the ongoing chief executive focus groups.

From data from all of the various sources the trust can formulate an action plan to tackle both short and long term issues, which have been raised.

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

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**Project**

**Organisation**

Harrogate and District Foundation Trust

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**Background**

Following the trust staff survey results in 2017 and information from our WRES submission, it was identified that the KPI’s for bullying and harassment were remaining static and in fact rising with regard to BAME staff. We undertook a sample approach but extrapolation of the data was concerning.

**Chief executive focus groups**

The chief executive sent out a number of communications to staff highlighting the trust’s concerns and the desire to have an open, fair and diverse culture. A number of staff wished to share their experiences with the chief executive both positive and negative. In order to facilitate this a number of focus groups were established in both acute and community settings. These were drop in in style and hosted by the chief executive and support provided by HR for signposting if required.

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**What you put in place**

This is planned to be an ongoing project rather than a one off. At the end of the first series of focus groups, the chief executive in conjunction with senior colleagues is reviewing the themes that have arisen and working to develop a plan to support staff and managers in handling difficult conversations, promotion of the ethos of openness and no blame and to ensure that BAME staff are not disadvantaged.

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**Expected outcomes**

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**Did it work?**

We have undertaken five sessions to date and these will continue into early 2019. In the meantime the training provided to managers is being improved to provide enhanced training in handling difficult conversations, in relation to bullying, staff who are raising concerns and introducing the concept of bias awareness.

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**Get in touch**

Dr Ros Tolcher, Chief Executive
Ros.tolcher@hdft.nhs.uk or contact FreedomTo.SpeakUp@hdft.nhs.uk
Social Partnership Forum – Creating Positive Cultures

Deep dive of staff survey results relating to bullying, harassment and abuse

Northumberland Tyne and Wear NHS Foundation Trust

Over the last three years our staff survey results have shown an improvement year on year in relation to staff telling us that they know how to raise concerns. However, we wanted to try and find out more about what the survey results were telling us so undertook a deep dive of our bottom findings, three of these relate to:

- physical violence from patients, relatives and the public; physical violence from staff; and staff experiencing harassment, bullying or abuse from relatives or the public.

What you put in place

- We undertook a deep dive to identify hot spot areas. The information has been fed through to the talk first team (review of restraint) and this is helping them inform their work.
- We have been establishing what good looks like. We have identified best performing trusts in relation to our weakest survey results and are awaiting feedback from them so that we can glean ideas for improvement.
- Local work on hot spot areas continues, local engagement sessions around respect have occurred.
- More freedom to speak up champions have been recruited.
- Leadership sessions in one locality around culture.
- Show racism the red card sessions being delivered more locally.
- Revamp of raising concerns information planned. Will be launched as part of a campaign around the trust’s new E&D strategy.

Expected outcomes

- The analysis of the results will identify where performance/practice/behaviour needs to change.
- Cross reference results with other intelligence for greater awareness.
- Reduction in physical violence, assault from patients on staff and bullying and harassment.

Get in touch

Chris Rowlands
Equality and Diversity Lead
0191 245 6793

Jacqueline Tate
Workforce Projects Manager
0191 245 6816

Did it work?

Too early to tell, although reporting continues to improve.
Raising awareness and sharing best practice
Social Partnership Forum – Creating Positive Cultures

Project
STOP workplace bullying and harassment

Organisation
Gateshead Health NHS Foundation Trust - 2018

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.

Expected outcomes
We hope that by being open about the issues and having honest conversations based on our ICORE values, more people will access the help which is available.

The expected outcome is that mediations cases will increase, but that formal grievances will be avoided.

We also expect improved staff survey results.

What you put in place
We promoted our bullying & harassment service throughout the year, and trained an additional cohort of internal mediators.

We introduced a new staff advice and liaison service (SALS) bringing all support services together.

Success will be measured through:

• Number of referrals for mediation.
• Number of B&H cases.
• Staff survey results.
• Reasons for sickness absence.
• Number of referrals through SALS.

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

Get in touch
ghnt.hr@nhs.net
Project

Stamping out bullying in the CCG

Organisation

Bedfordshire CCG

Background

25 per cent of staff reported feeling bullied/harassed in the last 12 months in the annual staff survey carried out in 2016. As a result, the CCG pledged commitment to the Social Partnership Forum’s campaign to tackle bullying in the NHS. In 2017, this figure increased to 28 per cent, compared to 20 per cent nationally for CCGs and we embarked on a further programme of work.

What you put in place

- The CCG’s governing body signed the pledge to stamp out bullying and this was publicly displayed and communicated to all staff.
- The CCG decided to make *Helping the CCG to stamp out bullying* sessions mandatory for all staff.
- The bullying and harassment policy was refreshed.
- A freedom to speak up guardian was appointed.
- Bullying was used as a key theme in the staff conference from the staff survey which helped form an action plan.
- A presentation was given following the staff survey results – one of the key themes related to engagement and a zero tolerance approach to bullying.
- The CCG’s staff involvement group has taken responsibility for overseeing actions are met and feedback regularly at staff meetings on progress.

Expected outcomes

Instances of reported bullying and harassment are expected to reduce in the 2018 staff survey.

- Number of instances of bullying complaints reduced.
- Increased awareness of the impact of bullying.
- Staff know what to do if they witness it, experience it, or are worried about their own behavior.

Did it work?

Informal resolution now more likely, with reduced formal bullying and harassment complaints received.

Staff trained in stamping out bullying.

2018 staff survey results awaited in 2019.

Get in touch

Helen Haynes, HR Business Partner *(helen.haynes2@nhs.net)*
Social Partnership Forum – Creating Positive Cultures

Project

Stamping out bullying in the CCG

Herts Valleys CCG

Organisation

Background

30 per cent of staff reported feeling bullied/harassed in the last 12 months in the annual staff survey carried out in 2016. As a result, the CCG pledged commitment to the Social Partnership Forum’s campaign to tackle bullying in the NHS. In 2017, this figure reduced to 22 per cent compared to 20 per cent nationally for CCGs.

What you put in place

- The CCG’s governing body signed the pledge to stamp out bullying and this was publicly displayed and communicated to all staff.
- The CCG decided to make Helping the CCG to stamp out bullying sessions mandatory for all staff, including the governing body.
- The bullying and harassment policy was refreshed.
- A freedom to speak up guardian was appointed.
- Suggestions and feedback from discussions at the mandatory training were pulled together and discussed at an all staff conference.
- The CCG’s staff involvement group put together an action plan to act on this feedback, taking forward the actions suggested at the all staff conference.

Expected outcomes

Instances of reported bullying and harassment are expected to reduce in the 2018 staff survey.

Instances of bullying and harassment complaints reduced.

Increased awareness of how to stamp out bullying.

Get in touch

Natashia Smith, HR Business Partner: natashia.smith1@nhs.net

Did it work?

Positive feedback on the freedom to speak up guardian role.

Informal resolution now more likely, with reduced formal bullying and harassment complaints received.

Staff trained in stamping out bullying.

2018 staff survey results awaited in 2019.
40 per cent of staff reported feeling bullied/harassed in the last 12 months in the annual staff survey carried out in 2017 compared to 20 per cent nationally for CCGs. The CCG has pledged commitment to the Social Partnership Forum’s campaign to tackle bullying in the NHS.

**What you put in place**
- The CCG’s governing body signed the pledge to stamp out bullying and this was publicly displayed and communicated to all staff.
- The CCG decided to make *Helping the CCG to stamp out bullying* sessions mandatory for all staff, including governing body.
- The bullying and harassment policy was refreshed.
- A governing body lay member was appointed as a freedom to speak up guardian for bullying.
- Suggestions and feedback from discussions at the mandatory training were pulled together and discussed by the staff involvement group and at all staff meetings.
- The CCG’s staff involvement group put together an action plan to act on this feedback, taking forward the actions suggested in feedback from staff.

**Expected outcomes**
- Instances of reported bullying and harassment are expected to reduce in the 2018 staff survey.
- Instances of bullying and harassment complaints reduced.
- Increased awareness of how to stamp out bullying.
- Confidence to speak up if it happens.

**Get in touch**
Agnes Annan, HR Business Partner at: agnes.annan@nhs.net

**Did it work?**
Positive feedback on the freedom to speak up guardian role.
Informal resolution now more likely, with reduced formal bullying and harassment complaints received.
Staff trained in stamping out bullying.
2018 staff survey results awaited in 2019.
In response to the December 2016 tackling bullying call to action a partnership task and finish group was established. In July 2017, our staff were reporting unacceptable levels of bullying, harassment and abuse in a number of key findings in the NHS staff survey.

In the last 18 months the trust has run two distinct campaigns. Firstly to address bullying and harassment between staff we:
- developed and trained 35 "be a buddy not a bully" buddies
- increased understanding of unacceptable behaviours between colleagues, supported by a behaviour framework and leadership promise
- increased the ways staff can raise concerns.
Secondly, to address bullying and harassment by patients, relatives and the public we are:
- implementing a standard operating process for reporting patient behaviour including template documents
- sharing learning from incidents through the quality & risk newsletter
- updating patient record system so staff can easily report and access information
- updating trust literature informing patients of trust’s zero tolerance approach and consequences
- updating trust telephone message
- planning a public promotional campaign in spring 2019 with local media to highlight our approach.

From 2016/2017:
- NHS Staff Survey staff engagement indicator increased.
- Positive statistically significant changes in Key Findings 1, 23, 24 and 27 in NHS Staff Survey.
- Formal bullying and harassment and grievance cases more than doubled.
- 70 per cent increase in incidents reported.
- 35 buddies trained across all localities.
2017/2018 comparison will be available in spring 2019.

Alex Watson, HR Business Partner
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Rhado Kerrigan, Staffside Secretary
rhado.kerrigan@nchc.nhs.uk
28 per cent of staff at UHNM reported experiencing harassment, bullying or abuse from staff in the last 12 months in the 2016 NHS staff survey, with 26 per cent of staff reporting harassment, bullying or abuse from patients and the public.

The event forms part of an ongoing campaign to raise awareness of bullying and harassment behaviour and that these behaviours are not tolerated within the organisation.

The event is also to raise awareness of the support services available to all our staff including our employee support advisors, staff counselling service, internal mediation service and trade union support.

Dignity at work training for managers is available through our gateway to management programme is also promoted.

Our 2017 staff survey results indicated a reduction in staff experiencing harassment, bullying or abuse from staff in the last 12 months from 28 per cent to 27 per cent and remained at 26 per cent from patients and the public.

The impact of this and our other schemes to create a compassionate workplace culture will continue to be measured through the Staff Survey and our engage@uhnm survey indicators.

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

Social Partnership Forum – Creating Positive Cultures

Project

Anti bullying week at UHNM

Organisation

University Hospitals of North Midlands NHS Trust

Background

Expected outcomes

Annual anti-bullying week to raise awareness of bullying and harassment.

Our 2016/2017 campaigns involved promotion at both hospital sites, with a stand manned by the freedom to speak up (FTSU) guardian supported by Employee Support Advisors (ESA’s) whose role is to support staff feeling bullied at work and throughout the dignity at work process. This is backed up by a dedicated sections on the trust intranet for dignity at work, employee support advisors; our internal mediation services and FTSU. We included an interview with an ESA about how they can help staff experiencing bullying or harassment and updated our bullying in the workplace employee guidance which includes useful questions and links to relevant resources. Our CEO Monday message to all staff focuses on the campaign that week and senior leaders have demonstrated support along with our workforce by having photos taken holding a ‘Stop Bullying’ placard. The November 2018 campaign launched our bullying and harassment infographic and the release of a video message from our CEO, chief nurse and director of HR discussing the impact of bullying and harassment in the organisation.

Did it work?

Our 2017 staff survey results indicated a reduction in staff experiencing harassment, bullying or abuse from staff in the last 12 months from 28 per cent to 27 per cent and remained at 26 per cent from patients and the public.

The impact of this and our other schemes to create a compassionate workplace culture will continue to be measured through the Staff Survey and our engage@uhnm survey indicators.
Values
Social Partnership Forum – Creating Positive Cultures

Organisation

Leeds Teaching Hospitals NHS Trust

Background

- The Leeds Way has been in place since 2014. It encompasses five core principles: patient centred, accountable, fair, empowered, collaborative. Embedding those involves a range of HR initiatives to ensure positive cultures, respect and inclusiveness.
- Additionally, the trust has a targeted ambition to reduce incidences of bullying and harassment experienced by BME staff.

What you put in place

- Staff survey – local action plans.
- 100 per cent appraisals.
- Staff engagement groups.
- BME/LGBT networks.
- Limiting long term conditions peer support groups.
- Trust wide and local CSU celebration events with employee hero categories.
- Trained mediators and facilitators.
- Increasing the number of dignity at work (D@W) advisors.
- Improving the demographic profile of D@W advisors.
- Established a network of freedom to speak up guardians and leads.
- Increase in number of bespoke D@W training sessions provided to groups of staff.
- Quality tool for continuous improvements.

Expected outcomes

- Leeds Way behaviours discussed at every appraisal.
- Every CSU to have their 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.
- Better access to D@W advisors due to increase in numbers and who are reflective of the workforce demographic.

Did it work?

- Increased number of staff reporting they would feel confident to raise a bullying and harassment concern.
- Increase in staff reporting good communication from senior management.
- Appraisals >95 per cent across the trust.
- Every CSU with staff survey communication and action plan.
- Overall engagement score above national average.

Get in touch

Jenny Lewis, Director of HR and Organisational Development
jenny.lewis14@nhs.net
Social Partnership Forum – Creating Positive Cultures

The LCHS Way – we listen, we care, we act, we improve – 12 months on

Lincolnshire Community Health Services NHS Trust

Project

Expected outcomes

- Improvement in local and national staff survey results.
- Improvement in freedom to speak up (FTSU) survey results.
- Reduction in queries to staff side.
- Positive feedback re ability to raise bullying & harassment concerns.
- Improvement in engagement.
- Not seen as separate project but embedded in the LCHS Way.
- Results measured through surveys, local intelligence and engagement.
- Empowering staff to challenge unwanted behaviours.

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, E&D 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 self-referral scheme.
- Staff side surgeries across county.
- Regular meetings between staff side, FTSUG and HR.

Organisation

Background

- LCHS Way developed by staff to replace previous values set.
- Recognised different areas within the trust raising concerns with staff side and wanting to discuss whether these were seen as bullying, and not knowing what routes are available to address these concerns.
- Used staff side local intelligence to assess what was needed to address this.
- Strong partnership working between management and staff side.

Get in touch

Angie Scarfe – Staff Side Chair – 07966 182200
Gemma Cross – Freedom to Speak Up Guardian – 07818 421518

Increased engagement score from 3.67 NSS 2016 to 3.98 SFFT Q1 2018.
Increase in staff recommending as place to work from NSS 2016 43 per cent, SFFT Q1 2018 71 per cent.
CQC rating of outstanding for well-led and recognition of positive culture and engagement.
Reduction in sickness absence from 5.33 per cent June 2017 to 3.3 per cent June 2018.
Reduced annual staff turnover from 15.88 per cent May 2017 to 12.34 per cent July 2018.
Five successful staff mediations
Increased understanding of avenues available to raise concerns.
Reduction in grievances, bullying and harassment formal cases – issues dealt with informally.
Reduction in approaches to staff side regarding B&H, with more positive feedback.
University Hospitals of North Midlands NHS Trust (UHNM)

Background
Success of our staff engagement approach and proposal for UHNM relies 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.

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

Expected outcomes
Creation of revised trust values and enhancement of our leading with compassion recognition scheme.

What you put in place
Creating a compassionate organisation
- Using feedback from the NHS national staff survey; engage@uhnm staff engagement wellbeing survey; over 20 In Our Shoes listening events attended by 500+ staff, patients and carers; and the Staff Wellbeing (Sickness) Summit we refreshed our values and promises.
- UHNMs new values and promises of together, compassion, safe and improving were launched in September 2017. Over the next four months each value was promoted per month across the organisation. This has included the promotion of compassionate workplaces. The compassion value was promoted during our annual anti bullying week in November.
- We also enhanced our leading with compassion recognition scheme expanding the initiative to include all four values. Staff can be nominated for displaying our values and receive a recognition card and badge of each value they are nominated for.

Did it work?
The revised UHNM values recognition scheme was launched in May 2018 and recognises staff who have demonstrated our trust values. To date 819 staff members have been nominated by a manager or colleague.

The engage@uhnm survey was repeated in the spring of 2018 and the results used, with staff survey results to direct activities to improve staff experience and wellbeing for 2018/19.

Listening events in individual areas and staff engagement plans are now in place in every division.

Get in touch
Contact Charlotte Lees, Raising Concerns and Workforce Equality Manager at charlotte.lees@uhnm.nhs.uk
Leadership development
In response to the national NHS call to action as well as feedback from our own staff opinion surveys & health, wellbeing & cultural (HW&C) audit. EMAS developed a programme of action to support our continued improvement in tackling bullying & harassment and improving the overall culture.

EMAS also recognises the importance of the public sector equality duty and the equality delivery system 2 framework.

**What you put in place**

- HW&C audit completed. Informs EMAS current position and enables the development of a comprehensive action plan.
- Development of revised vision, values an strategic priorities including consultation with all stakeholders.
- FTSUG in place.
- Equality and diversity lead and health, wellbeing & culture lead appointed and in place.
- Equality and inclusion event including specific workshops incorporating disclosure of disability and professional behaviours.
- New equality and diversity e-learning programme.
- Cultural workshops in all divisions and departments.
- Developed and delivering a five day programme to all levels including supportive and compassionate leadership and modules to improve the overall culture at EMAS.
- Ongoing equality coaching for managers and staff.
- My resilience matters programme rolled out.
- Health and wellbeing roadshows and conversation café across the trust ongoing.
- Suicide education and debrief sessions to managers.
- Leadership conference planned for Q1 main focus culture.
- There are many support pathways in place such as; P2P, PCW, TRiM assessments and we have a dedicated staff support lead and chaplain.

**Expected outcomes**

- Staff feeling confident in speaking out and raising concerns.
- EMAS being open, transparent and accountable for outcomes/actions.
- EMAS taking ownership of culture.
- Five day leadership development workshop supporting cultural development with more skilled, supportive and compassionate.
- Highly skilled leaders and managers.
- Continuing programme of evaluation of initiatives supporting continuing improvement.
- Improved staff survey results.
- Induction programme incorporates aforementioned five day programme for new managers.
- Enhanced staff engagement and health and wellbeing.

**Get in touch**

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

Organisation

University Hospitals of North Midlands NHS Trust (UHN)

Background

To develop our compassionate leadership in line with our organisational development and people strategy.

Gateway to leadership / gateway to management

Expected outcomes

Gateway to leadership is designed to enable managers to explore their leadership style and how this can be linked to the culture within UHN. It is an opportunity to network with other leaders about effective styles and various approaches to leadership and covers:

- Achieving our 2025 vision.
- Leading with compassion.
- The compassionate mind.
- Leadership shadow / behaviours.
- Engagement & wellbeing.
- Effective teams.

Gateway to management provides a practical understanding on the application of:

- Compassionate workplaces and the prevention and management of workplace conflict.
- Speaking up culture.
- Recruitment and selection.
- Sickness absence management.

The programmes are complimented by master classes that provide the opportunity to increase skill, ability and confidence including courageous conversations; developing resilience; emotional intelligence and personal impact and manager as coach.

What you put in place

During 2016 the trust launched gateway to leadership - This one day programme 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 UHN leadership philosophy
- to discuss your role and expectations of you as a manager and leader at UHN
- to act as a foundation, provide access to continued development and growth to develop and build leadership, team behaviour and capability.

In January 2018 we also launched gateway to management - an essential to role programme for all newly appointed line managers and any existing line managers who want to learn more about the basics of effective line management and what the trust expects of line managers at UHN. It covers:

- Personal effectiveness.
- Creating the right environment.
- Performance management.
- Signposting and utilising resources.
- Typical management scenarios and the best way to approach these.

Get in touch

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

Did it work?

Over 890 leaders have gone through our gateway to leadership programme and over 200 have completed gateway to management.

Evaluation of the programme by delegates has been extremely positive with delegates agreeing or strongly agreeing that putting the learning into practice will have a positive impact on their performance objectives.

It is too early to assess the impact on organisational leadership culture but we will use our staff survey and engage@uhnm metrics to measure ongoing progress.
Wellbeing support and resources
Tackling bullying & harassment

Cambridgeshire Community Services
NHS Trust

We have a zero tolerance stance on bullying and harassment.

The following prompted us to take further action:

• The SPF call to action on tackling bullying.
• Results from our staff survey which revealed that some staff were still experiencing bullying and harassment.
• Our aim to continually improve our staff experience.

From the action we have taken we:

• Have had a reduction in staff reporting incidents of bullying and harassment from members of the public/patients in our NHS staff survey 2017 results.
• Continue to act and aim for improved results in the 2018 NHS staff survey questions related to staff experience of bullying and harassment over the last 12 months.
• Anticipate a rise in reported bullying cases, as we publicise our zero tolerance approach being brought forward for formal investigation, in line with our strong reporting culture.

We see this as an on-going core part of the trusts staff engagement programme and our strategic aim to be an excellent employer.

Our actions to tackle bullying in the workplace and make it one where a zero tolerance approach to bullying is real & meaningful will continue.

Our 2017 results have demonstrated some improvement however more is needed and more actions have taken place and we await the results of the 2018 staff survey with interest.

Get in touch

Heather Bennett, Chair of Staff-side, Heather.Bennett3@nhs.net
21 per cent of staff reported feeling bullied/harassed in the last 12 months in the annual staff survey carried out in 2017, against a national average of 20 per cent.

The CCG pledged commitment to the Social Partnership Forum’s campaign to tackle bullying in the NHS.

The CCG’s governing body signed the pledge to stamp out bullying and this was publicly displayed and communicated to all staff.

The bullying and harassment policy was refreshed.

Learning hour sessions with the freedom to speak up guardian.

The CCG is rolling out stamping out bullying training.

Instances of reported bullying and harassment are expected to reduce.

Increased awareness of how to stamp out bullying.

Informal resolution more likely.

Positive feedback on the freedom to speak up guardian role.

Heightened awareness of support available to staff.

2018 staff survey results awaited in 2019.

Mandy Wilson, HR Business Partner
mandy.wilson11@nhs.net
It was our one year anniversary on 1 April 2018 and we are still merging very different cultures. Our first set of staff survey results showed better than expected and even those areas which did not move out of below average saw some improvements in each of the questions. We are heading in the right direction but there is still so much more to do.

We won’t know for certain until the next set of staff survey results are released in spring 2019. However our disciplinary data shows an increase in the numbers of staff being disciplined and grievances being upheld for inappropriate/bullying behaviours. We believe staff are having more confidence that our zero tolerance statement is true. More and more staff approach us as the lead team as they know our work so the message is getting out there.

Pushed to increase staff survey response rates.
• Increase in the numbers of staff networks as a place for staff to go to with concerns.
• Regular reporting to our workforce transformation committee which includes operational and service representation.
• A monthly update to our joint staff forum on progress.
• Close working with areas that showed higher levels of bullying in staff survey.
• Freedom to speak up guardian (FTSUG) put in place.
• Team building days – OD and EE.
• Staff engagement stand – bullying & harassment focus.
• Partnership working with trade union reps.
• Ever growing and strengthening BAME network.
• Sponsorship of a BAME employee on the WRES frontline national programme.
• Sponsorship of a BAME employee on the national WRES expert programme.
• The launch of the bullying toolkit.
• Drill down questions in staff friends and family test.
• HR grievance training which includes the investigation side of bullying.
• More mediators.
• Anti bullying week long campaign (12 – 16 November 2018).
• The management development programme on staff engagement has been strengthened to have more emphasis on bullying.

Slow and steady increase in the positive responses to bullying questions in the staff survey.
• Improved experiences for BME staff and other protected characteristic groups.
• Improved team morale and lived out values.

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Following the establishment of the freedom to speak up guardian and a period of embedding, to support culture change we have recruited around 20 fairness champions with another 25 expressing an interest from a diverse range of staff across our services in acute and community.

We have developed a fairness champion agreement which details what is expected and the boundaries of the role along with the support provided. The agreement also outlines the aims of the organisation with regard to cultural openness and the opportunity for everyone to speak up and speak out without fear.

The champions were undertaking their induction in November 2018 and we aim to recruit more rolling cohorts to ensure the cultural changes are embedded with all areas.

Dr Sylvia Wood, FTSU Guardian
FreedomTo.SpeakUp@hdft.nhs.uk

We are in the first stages but the enthusiasm and overwhelming response to the request for applications is welcomed. A further update in 2019.
Since the anti-bullying service started we have had 47 contacts made to the anti-bullying email address, requested support and advice. We are aware that this number will be significantly higher as often our anti-bullying advisors are approached in staff rooms, the canteen and corridors requesting a quick chat. We are currently in the process of our annual staff survey to see if there has been a measurable improvement.

We have asked staff who have used our service to complete a feedback form so we can evaluate, however the response has been minimal.

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.

Eleven anti-bullying advisors were appointed and received training between August and October 2017. This training included coaching skills, HR processes, Myers Briggs type indicator and challenging conversations. A further 14 member of staff were recruited during the Summer of 2018 to expand and further support the service.

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 also set out what behaviour is expected.

Asked staff to take a pledge of commitment to model positive behaviours and tackle bullying and harassment if they experience it. This has been incorporated into our appraisal process.

Regular supervision is available for all our advisors to support them in their role and learn from one another’s experiences.

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 by offering support from our anti-bullying advisors and FTSUG.

We aim to achieve a measurable change which is reflected in the results of our staff survey by September 2018, which is currently out to staff to complete.

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

Got in touch:

Jacqui Skeel, Assistant Director for Organisational Development
01983 822099 ext 3249
jacqui.skeel@iow.nhs.uk
Since the appointment of the DAW facilitator in September 2018, the number of staff making contact has increased.

Approximately one third of all contacts since early 2017 were reported after the appointment.

Amanda Stern
Dignity at Work Facilitator
London Ambulance Service
Amanda.Stern@lond-amb.nhs.uk
The black and minority ethnic (BME) staff network was established to ensure:

- There is a positive working environment for BME staff.
- The elimination of racial discrimination against employees and patients.
- There is a forum where BME staff can share experiences and issues affecting their work and professional development.

The BME staff network has been established for staff to come together, share experiences and facilitate learning and development.

The network allows us to demonstrate the actions being taken to address areas of concern, as highlighted by the Workforce Race Equality Standard.

**Expected outcomes**

The aim of the BME staff network is to provide a forum where:

- BME staff feel supported.
- Issues affecting BME staff are discussed.
- Staff can assist us in identifying training opportunities in relation to BME staff.
- Staff are able to raise their concerns, in a safe and confidential environment.
- Opportunities exist for staff to update each other, on local and national policy developments.

**What you put in place**

- We have provided assistance to staff to enable them to participate on the stepping up programme.
- We have appointed a second race lead, who’s remit includes working with BME staff within the organisation to highlight and address any issues relating to BME staff.
- Agreed actions to support the trust’s WRES outcome indicators.

**Get in touch**

For further information please contact the Employee Relations Team on (01642) 624304.
North West Ambulance Service NHS Trust

Creating positive culture – tackling bullying and harassment

**Expected outcomes**

The support channels continue to be successful in raising awareness of the benefits of speaking out and signposting to the relevant channels.

The localised approach is in its infancy however it is hoped that this will help to ensure targeted actions are taken in relation to bullying & harassment.

From the bullying & harassment working group, regarding the trust’s dignity at work policy, expected activity is likely to include access to policy, data and analytics, policy best practice, timeframes and crib sheets. Activity regarding continuous engagement and behavioural expectations is likely to include workshops, animation and supporting literature, posters and looking at the trust’s be think do leadership framework.

The bullying & harassment working group has only recently been established however it is hoped that the activity outlined will help to achieve targeted progress in creating positive working cultures. This will hopefully be achieved at both corporate and local levels.

There are many barriers to this project which include geographical constraints, low interaction with immediate management, changing behaviours and culture and varying interpretation of bullying and harassment.

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

**Get in touch**

Laura Smoult - HR Project Manager
Laura.Smoult@nwas.nhs.uk
01204 498428

The trust has established a bullying & harassment working group with various stakeholders which is focusing on three work streams: Pre dignity at work policy, the dignity at work policy itself and continuous engagement and behavioural expectations.

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

The trust has continued to support and implement networks and channels for staff to speak up such as FTSU, PTS Peer Support, TrIM, blue light champions and 111 peer support.

The trust has also introduced a localised approach to health and wellbeing for each area across the trust which includes bullying & harassment as a mandatory objective.

**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.
Social Partnership Forum – Creating Positive Cultures

Project

A focus on workplace well-being to improve behaviours at work.

Organisation

South West Yorkshire Partnership NHS Foundation Trust

Background

The trust has a strong commitment to wellbeing, resilience and staff engagement. We recognise healthy teamwork, good relationships and respect at work are key to wellbeing.

Expected outcomes

Workforce strategy includes key objective to reduce bullying and harassment to the lowest level in the NHS. Our 2018 wellbeing survey, indicates lower than average levels of bullying and harassment but we want to reduce this further.

What you put in place

Annual wellbeing surveys to provide data. Senior leadership forum delivered in 2018 focussing on healthy teams, with a focus on action planning. Our appraisal process includes values and behaviours.

Did it work?

Recognition this involves long term culture change and everyone has a responsibility. Continued programme of work eg 2019 engagement exercise around values and behaviours and delivering crucial conversations training.

Get in touch

Contact Ashley Hambling, HR Business Manager 0788 100 8183