

Tackling Bullying in the NHS
A collective call to action



December 2016

Tackling Bullying:

Connecting the System

January 2019



Welcome to the meeting



Jon Restell

Workforce Issues Group Co-Chairs



Simon Arden-Davis

Workforce Issues Group

- Priority Areas from year 2



- To identify, share and promote good practice where organisations have supported and developed Line Managers to tackle bullying
- To identify and raise awareness of the impact of bullying on patient care, working in partnership to share findings from organisations. Identifying potential gaps in knowledge and commissioning new research with support from partners.
- Connecting more of the system to itself, staying aware of actions being taken by ALBs, Trade Unions and Regional Social Partnership Forums that may be shared to inspire further activity.

Today's session

- Update on the national direction for Tackling Bullying
- Practice Examples + Q&A
- Next steps and areas for 2019/20

Paul Taylor-Pitt



Tips for using GoToMeeting

Be yourself

Act like it's a meeting

Mute your mic if noisy

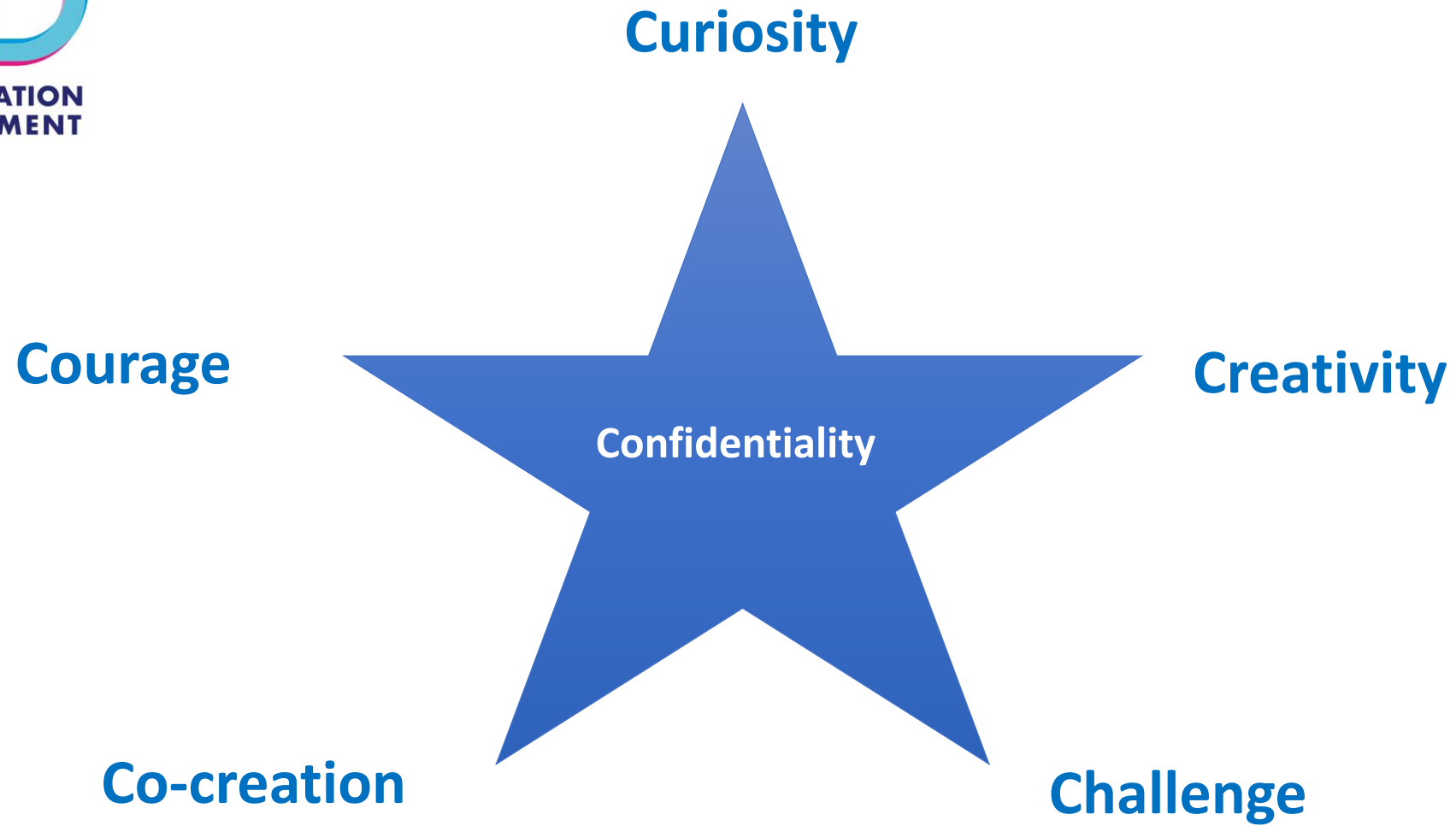
Use the chat box

Listening is ok

Questions are good

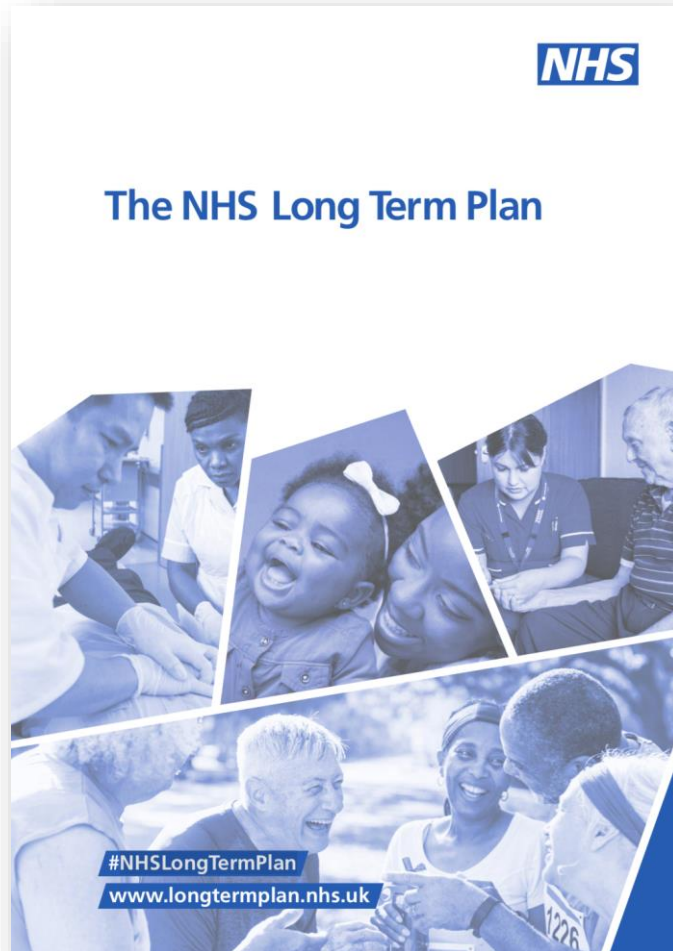


**ORGANISATION
DEVELOPMENT**





National Direction: Jon Restell



- NHS Long Term Plan
- Workforce Implementation Strategy
- Key SPF Messages: Keep carrying the torch
- The nature of the action needed is different
- Action should be more local and regional
- What are the cultures of the systems and how can they model the right behavior?
- Best practice and stories should be shared

Good Practice Examples

- National Guardian's Office – Henrietta Hughes
- Royal College of Surgeons of Edinburgh – Chris Sanderson
- East Midlands Ambulance – Tina Richardson
- University Hospitals of North Midlands – Charlotte Lees
- London SPF and Health & Wellbeing Group – Andrew Barton
- BMA – Sally Brett
- NHS Improvement – Bev Edgar

Organisation

Royal College of Surgeons of Edinburgh

What we have done

Launched letsremoveit

Free and publicly available online resources and toolkit

Hosted events to learn and share ideas

Reached out to organisations also tackling this problem

What we have learnt

That the issue is more widespread and entrenched

That we can use our resources to tackle cultures and behaviours; lobbying needed to look at service pressures

A collaborative and coordinative approach over the long term is required

Our Next Step

Develop further our own resources and host further activities

Help facilitate a multi-organisational 'alliance'

<https://www.rcsed.ac.uk/professional-support-development-resources/anti-bullying-and-undermining-campaign>

Social Partnership Forum – *Creating Positive Cultures*

Project

Dignity and respect at work

Organisation

East Midlands Ambulance Service

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 and 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.

Background

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.

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

Did it work?

Whilst we are on a journey in terms of the actions EMAS are taking, it has been identified that we have and continue to take significant steps.

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

There has been a reduction in grievances and disciplinaries.

Exceptional feedback from equality day from internal and external stakeholders.

Initial findings from our cultural audit are positive and will help shape our cultural action plan.

Significant reduction in sickness absence in recent months.

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Project

Anti bullying week at UHNM

Organisation

University Hospitals of North Midlands NHS Trust

Background

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.

Expected outcomes

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.

What you put in place

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.

Get in touch

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



Social Partnership Forum – *Creating Positive Cultures*

Project

Leading with compassion / refreshed values and promises

Organisation

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

Project

Gateway to leadership / gateway to management

Organisation

University Hospitals of North Midlands NHS Trust (UHNM)

Background

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

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 UHNM. 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

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 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 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 UHNM. It covers:

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

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

Get in touch

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

Organisation

London SPF and Health & Wellbeing
Sub Group

What we have done

- The London SPF has a health and wellbeing subgroup that collects and shares local best practice with a focus on tackling bullying at each of their meetings. The group has built up membership of trust leads and trade union representative.
- Organised a tackling bullying conference some years back
- Good practice posters at the 2018 SPF conference and some of the trusts shared their journey in the world cafe session
- Discussion of B and H scores following publication of the staff survey results
- Trusts are invited to SPF meetings to showcase local best practice
- Regular updates from the RCN around their inclusion solution project

What we have learnt

- Trusts are happy to share best practice and practical solutions but are keen to see quantitative data to measure outcomes
- Staff survey results don't always reflect work being done in trusts to address this.
- Lots of good work being done but better sharing and publicising mechanisms need to be in place

Our Next Step

- Continue and build the group
- Consider a further conference/event to wider share the knowledge
- Look at ways to get outliers involved

Organisation

BMA

What we have done

- Review of research on scale and impact of B&H in medicine and NHS
- Updated existing BMA guidance
- BMJ e-learning module
- Communications and media work
- Secure online portal
- Review of BMA casework and survey of BMA employment advisers
- Workshops at conferences and local member events
- Questions on causes and perceptions of B&H in our pan-profession survey
- Work with other stakeholders e.g. via SPF and Alliance
- Policy report and recommendations
- National conference on 1 Nov 2018

What we have learnt



1. Ending the silence
2. Improving resolution of problems
3. Creating a more supportive and inclusive culture

Our Next Step

- Share our findings and recommendations
- Support action at local level
- More specific work on forms of harassment
- Tailored guidance for specific areas e.g. primary care and medical students
- BMA 'Caring, supportive, collaborative' project

<https://www.bma.org.uk/collective-voice/policy-and-research/education-training-and-workforce/tackling-bullying-and-harassment-in-the-nhs>

Organisation

NHS Improvement – People Strategy

What we have done

- Scoping exercise looking at:
- Restorative approach in Policy
 - Trusts understanding and analysis of their data
 - Embedding civility and respect into 'Values and Behaviours'
 - Reporting and governance including board well led
 - Links made with partners & knowledge experts
 - Partnership working and networks of staff support
 - What good looks like for training and awareness raising
 - Leadership accountability, capability and skills

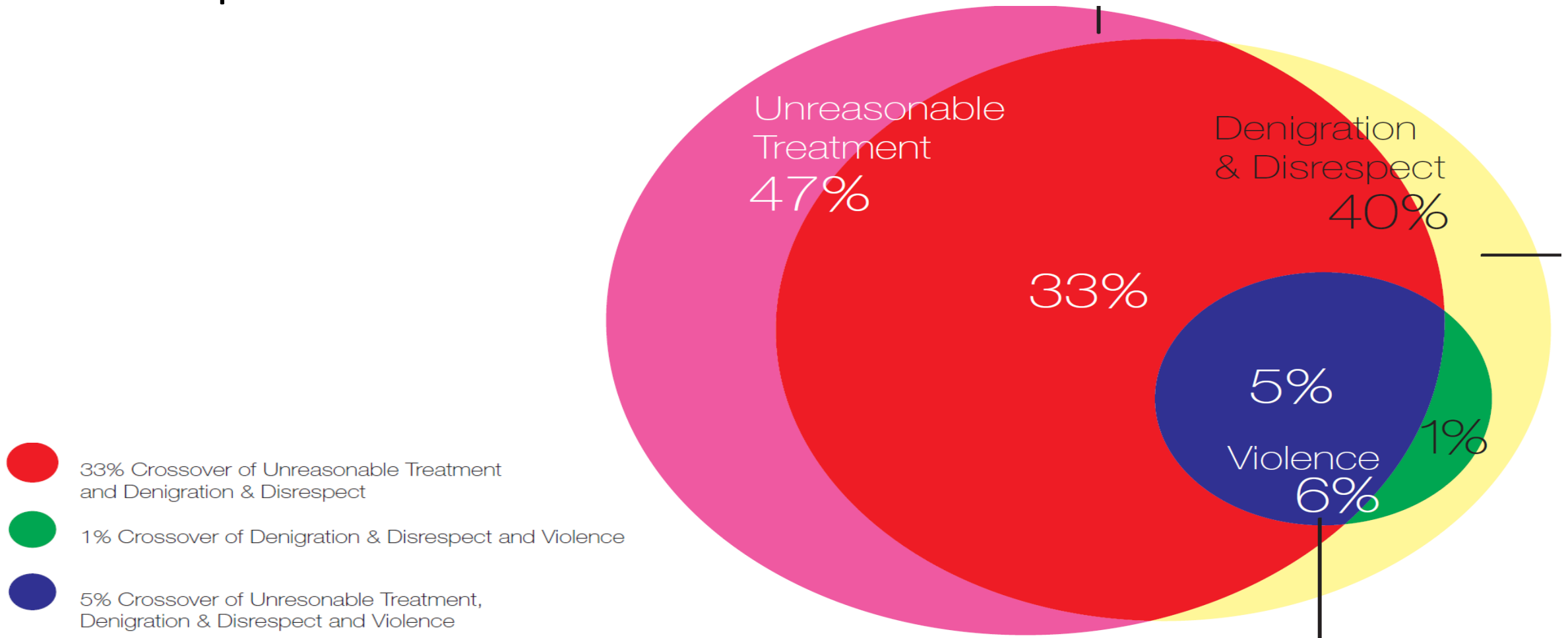
What we have learnt

- There is not a unified understanding of bullying with negative workplace behaviours being prevalent experiences
- Shifting the focus of the policy model, developed in partnership, supports restoration of relationships
- The staff support offer is essential
- Available trust data can be presented to board/managers with a focus on bullying to ensure accountability and scrutiny
- Leadership and culture are at the heart of addressing bullying
- Unmet training needs

Our Next Step

- Continue to work with trusts who have volunteered to work with us, sharing and guiding good practice
- Developing a suite of toolkits to support gaps and share good practice
- Review what good looks like in Leadership Training
- Look at specific support needs to challenged trusts
- Collaborate with knowledge experts to cover gaps in analysis & approach

Exploring ill-treatment in the workplace further:



What is Unreasonable Treatment

Percentage of respondents experiencing **Unreasonable Treatment**: Specific items

Being treated unfairly compared to others in your workplace

14.8%

Your employer not following proper procedure

21.3%

Being given unmanageable workload or impossible deadlines

29.1%

Pressure from someone else not to claim something which by right you are entitled to

8.8%

Someone continually checking up on you or your work when it is not necessary

17.5%

Having your opinions and views ignored

27.0%

Pressure from someone else to do work below your level of competence

11.9%

Someone withholding information which affects your performance

14.2%

What is Denigration & Disrespect

Percentage of respondents experiencing **Denigration & Disrespect**: Specific items

Feeling threatened in any way while at work

10.9%

Intimidating behaviour from people at work

13.3%

Being shouted at or someone losing their temper with you

23.6%

Teasing, mocking sarcasm or jokes which go too far

11.1%

Persistent criticism of your work or performance which is unfair

11.5%

Hints or signal from others that you should quit your job

7.2%

People excluding you from their group

7.8%

Being treated in a disrespectful or rude way

22.3%

Being insulted or having offensive remarks made about you

14.7%

Gossip & rumours being spread about you or having allegations made against you

10.5%

Being humiliated or ridiculed in connection to your work

7.6%

Sharing our experiences

- What inspired you?
- What is the conversation you need to have?



Connecting the System



Connecting the system

How do we change the conversation about bullying to encourage learning from what does and what doesn't work?

Which areas of this topic need further and deeper exploration?

How do we help organisations to continuously improve their culture?



Reflections on the meeting



Jon Restell

Workforce Issues Group Co-Chairs



Simon Arden-Davis

EVALUATION



Thanks for being part of the meeting today.

Creating positive workplace cultures and tackling bullying in the NHS - a collective call to action



To deliver excellent care to patients, NHS organisations need to be well led and have healthy, supportive, positive workplace cultures.

A quarter of staff responding to the 2017 NHS Staff Survey report they have been bullied, harassed or abused by a colleague in the last 12 months. Bullying can have serious consequences for affected individuals and those they work with, causing psychological stress, reducing productivity and risking poorer patient care.

The SPF's collective call to action tasks employers and trade unions in all NHS organisations to work in partnership to create positive workplace cultures and tackle bullying. To support this work, the SPF is publicising the views of NHS leaders and experts on this topic and signposting information, tools and resources and case studies which can help partnership initiatives.

Latest news

Sir Ron Kerr, former Guy's and St Thomas' NHS Foundation Trust chief executive, led a review which explored the expectations on NHS executive leaders at an organisational and system level and the support available to them. This links with the SPF's call to action on tackling bullying, as the review seeks to address system level behaviour, which could be perceived as bullying. System level behaviour can also have a detrimental impact on workplace cultures in NHS organisations, increasing the likelihood of bullying.

The review identified, strong evidence of a culture of negative behaviours, which often stemmed from the different relative priorities and pressures between regulators and organisations. The behaviours described fall below the standards of what is expected in a professional setting. The review makes recommendations to deal

Related documents

- 📄 [Creating positive cultures- practice posters 2018](#)
- 📄 [Creating positive cultures - practice posters 2017](#)
- 📄 [Tackling Bullying in the NHS: A collective call to action](#)
- 📄 [Tackling Bullying in the NHS: a collective call to action - Word template](#)
- 📄 [Workplace bullying: measurements and metrics to use in the NHS](#)
- 📄 [Civility saves lives - incivility the facts](#)

External links

- 🔗 [Tackling bullying and harassment in the NHS infographic](#)
- 🔗 [NHS Improvement - creating a culture of compassionate and inclusive leadership](#)
- 🔗 [NHS Employers - tackling bullying in the NHS](#)
- 🔗 [Tackling bullying in ambulance trusts: a guide for action](#)
- 🔗 [BMA- How to address bullying and harassment at work](#)
- 🔗 [Royal College of Surgeons of Edinburgh - anti-bullying and undermining campaign](#)
- 🔗 [Civility Saves Lives](#)
- 🔗 [acas - bullying and harassment](#)
- 🔗 [Royal College of Obstetricians & Gynaecologists - undermining toolkit](#)

Find our resources and guidance at <https://tinyurl.com/SPF-Positive-Cultures>

+ Tools and resources to help tackle bullying in the NHS

+ Partnership case studies on creating a positive workplace culture

+ Creating positive cultures summit November 2017 - information and resources

+ Background to the collective call to action