

Ref no: 017040918
From: Public
Date: 04/09/18
Subject: Bullying and harassment

REQUEST & RESPONSE

1. Have you got a specific strategy, policy or action plan in place to address the issue of bullying and harassment at your trust which was highlighted through the staff survey results over the past few years?

Yes

If no, does the Trust have plans to put one in place this financial year?

2. Did you take any specific actions at your Trust in the last 3 years to identify the main causes of harassment or bullying at work?

Yes

If yes, what actions were taken, what were the causes and what actions were taken to remove these causes?

Actions linked the WRES criteria including annual awareness programme via mandatory training

3. Do you encourage any preventive measures at your Trust to reduce occurrences of workplace bullying and harassment?

Yes

If yes, please outline what preventative measures are taken.

The Trust has a robust policy in place that staff are made aware of that bullying and harassment will not be tolerated

4. Do you have any specific procedures in place for reporting an incident when the alleged harasser or bully is a senior leader, supervisor or someone acting on behalf of the employer?

Yes [delete as appropriate]

If yes, please outline what reporting procedures they are.

The Trust has Speaking in Confidence an online confidential portal for raising concerns, speaking out safely guardians, Ask Ann (emails directly to the CEO) and other mechanism for staff to raise concerns

5. Do you have a freedom to speak up guardian?

Yes

If yes, who are they, please provide their title and contact details.

Assistant Director of Patient Safety

Rajesh.Karimbath@sthk.nhs.uk

Also, is there an executive lead outside of the HR team?

Yes

CEO, Chair, Medical Director, Assistant Director of Patient Safety

6. Does your Trust examine the leadership styles most often used in your workplace, and how that can affect the prevalence of bullying and harassment?

Yes

If yes, when did you examine it last time and what type of leaders did you find to have?

The Trusts uses both the national Staff survey and a series of local cultural surveys to understand the behaviours of leaders within the organisation. Surveys are targeted to areas and support provided as appropriate in the form of Leadership development, 1-2-1 and team Coaching

7. Please quantify how many staff have been funded by your trust in the past 3 years to attend any Leadership and/or Management course to strengthen the leadership at the trust?

63

If any, please indicate the length of the course, for example: a few days course, Mary Seacole 6-month leadership development programme, under/post graduate studies.

All New Senior leaders joining the organisation are provided external executive coaching for their first 12 months in post, which can be

extended as necessary.

The Trust routinely accesses Leadership Academy programmes such as Nye Bevan, Ready Now, Elizabeth Garrett Anderson, Mary Seacole and Senior Coaching qualifications.

The Trust operates a modular Leadership development programme accessed by all Ward and Service Managers completed over a 12 month period

Please provide the spend associated with this if possible.

Unfortunately we cannot provide a definitive figure for this at this time

8. Do you also know how many management/ leadership courses were funded as a result of supportive, remedial measures following an investigation into bullying and/or harassment?

The Trust does not record training in a way that would identify that training may have been required for remedial measures. This data can therefore not be provided.

9. Do you proactively assess managers' and workers' competencies and skills to combat workplace bullying and harassment?

See below

If so, what type of assessment do you undertake, how often and what staff groups does this cover?

Training is provided to all managers on entry into the Trust and then routinely updated as part of their mandatory training. We don't currently assess competence. We do however have Trust behavioural standards that all staff are expected to meet which includes zero tolerance of workforce bullying and harassment. This is also monitored through the annual appraisal and PDP process.

10. Are you actively promoting awareness and recognition of bullying in your workplace?

Yes

If yes, what initiatives have you put in place in the last 3 years?

The Trust wishes to promote a positive workforce culture, not so much in targeting and focusing upon bullies but about creating a culture that makes the actions of bullying and harassment very unwelcome).

Plans for 2019/20

11. Do you have any operational frameworks in place that support the culture, values and behaviours of the Trust and what will not be accepted?
Yes

The Trust has its ACE Behavioural standards, developed by staff and consistently applied across the organisation.


12. What specific actions have been taken in the last 3 years to build a culture of respect in your trust?

Programme of OD, ACE Behavioural Standards. Appraisal forms aligned to leadership standards /Well led CQC

13. Have you made available any tools for staff to use to report bullying (anonymously or not). This does not include reporting it through the normal channels e.g. through a line manager.
Yes

If yes, please outline what tools they are.
The Trust has Speaking in Confidence an online confidential portal for raising concerns, speaking out safely guardians, Ask Ann (emails directly to the CEO) and other mechanism for staff to raise concerns

14. What policies do you have in place related to managing bullying and harassment? Please provide copies.
See attached – Respect at Work policy


Respect and Dignity
at Work Policy.pdf

Also have those policies been updated in the last 3 years with any substantial changes to strengthen it in view of the recent survey results?
Yes

15. Do your Trust use selection tools, such as written tests, performance tests and/or psychological tests to identify the right individuals for the job at your trust? This does not include the standard face to face interviews.

Yes

If yes, please outline what tools you have in place and how they are applied.

The Trust applies a robust assessment and selection process for the recruitment of leaders to the organisation from AFC Band 7 upwards.

Assessment comprises a number of measures, the type and quantity of which vary dependant on level of role.

Elements used include;

Psychometric tools, Unseen presentation, Competency based interview, Observed group exercises, Desk based exercises.

Assessment is against the competencies of the NHS leadership Framework and Trust values.

16. Does your recruitment process and appraisal processes link to the behavioural framework for managers and how is this monitored?

Yes

NHS leadership framework competency based interviews used which are aligned to the Appraisal system for managers

17. Is your Occupational Health team involved in the proactive prevention of bullying and harassment in the workplace seeing this as part of promoting and maintaining the health and wellbeing of staff?

Yes

If yes, in what way are they involved in preventing bullying and harassment in a proactive manner?

Fast track referral process for staff to support them in situations of stress. 24/7 Employee Assistance Programme

18. Do you review and check the effectiveness of preventive measures taken? (If any).

Yes

19. Do you have a system through which employees can provide regular feedback to make it relevant and effective?

Yes

If yes, what system do you use?

Annual Staff Survey, local culture surveys & pulse surveys via Survey monkey, listening events.

20. Is your mandatory training on Equality and Diversity face to face led or e-learning? Please advise.

e-Learning

If face to face, what content is included specifically in respect of bullying and harassment? (Headings only)

If e-learning, have you assessed your training package and content specifically to bullying and harassment in light of recent staff survey results and did you find it effective/ fit for purpose?

No [delete as appropriate]

Training using e learning has only recently been introduced and so it is too early to determine if this is effective. This will be completed next year.

21. Does your Trust Clinical and Corporate Induction programme include Equality and Diversity?

Yes

If yes, what information specific to bullying and harassment is given to new staff? (Headings only)

STHK's Corporate Induction Programme is aligned to the UK Core Skills Training Framework. Subject 1 of this Framework is titled Equality, Diversity and Human Rights. This subject is covered within the following presentations covered within STHK's Induction Programme;

- Trust Information (information specific to bullying and harassment is included within this session, in addition to Trust Values, Respect At Work, ACE Behaviour Standards, Raising Concerns).

- Safeguarding, Disability, & Mental Capacity Awareness

22. Do you have any Non-Executive Directors who act in the capacity of 'Bullying and Harassment Advisors', or any similar roles that offer an independent support to staff feeling bullied/harassed?

Yes

If yes, please explain the roles of those individuals.

Yes – NED Directors with professional backgrounds in HR or BME

23. Do you Trust undertake a regular risk assessment in relation to work-related stress?

Yes

If yes, which department is responsible for completing it and how are the findings acted on?

When was the last time this was undertaken?

HR – Quarterly reports. All reports are acted upon individually via HR /HWWB

24. What was your training compliance with regards to the Equality and Diversity training in 17-18 (by staff group) please?

Equality & Diversity as of March 2018

Row Labels	Total Required	Completed	%
Add Prof Scientific and Technic	180	178	99%
Additional Clinical Services	1160	1141	98%
Administrative and Clerical	1278	1226	96%
Allied Health Professionals	276	273	99%
Estates and Ancillary	425	413	97%
Healthcare Scientists	209	209	100%
Medical and Dental	439	423	96%
Nursing and Midwifery Registered	1616	1578	98%
Grand Total	5583	5441	97%

25. What percentage of staff completed an exit interview in 2017-18?

26.

Not known

Do you know how many staff left your trust in 2017-18 due to bullying and harassment being the main reason?

Not known

27. Sharing Lessons Learnt:

Do you believe your acute Trust has taken any unique steps to combat bullying and harassment that have proved successful and that you would be happy to share with other acute NHS trusts?

No

If yes, please outline what they are.

N/A