FREEDOM OF INFORMATION REQUEST

20180903 FOI ref 338-1819

Dear FOI team and HR leads,

I am writing to request the following information under the Freedom of Information Act 2000.

1. Have you got a specific strategy, policy or action plan in place to address the issue of bulling and harassment at your trust which was highlighted through the staff survey results over the past few years? **Yes/~~No~~** [delete as appropriate]
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/~~No~~** [delete as appropriate]
If yes, what actions were taken, what were the causes and what actions were taken to remove these causes?

Actions Taken
Annual NHS Staff Survey
Engage@UHNM staff survey
Employee Support Advisors
Introduction of Freedom To Speak Up Guardian role
Harassment Round Table
Staff engagement Event
Annual Anti Bullying Week
Causes
Harassment-related concerns raised were sexual, disability and race/ethnicity related harassment
Bullying and Harassment – Members of the public, other managers, other colleagues
Actions taken to remove causes
Providing communications to raise awareness
Providing information on tackling harassment
Signposting managers to new guidance
Revisiting Personal Development Review process regarding cover of values and behaviours
Providing education to help distinguish between bullying and harassment
Communicating support systems available to staff

3. Do you encourage any <u>preventive</u> measures at your Trust to reduce occurrences of workplace bullying and harassment? **Yes/~~No~~** [delete as appropriate]

If yes, please outline what preventative measures are taken.

The University Hospitals of North Midlands is committed to creating an environment of positive working relationships. To preserve and protect such an environment, the organisation has policies and procedures that set out standards of conduct that must be observed and enable staff to raise concerns when problems arise. UHNM believes that every employee has the right to be treated with equality, dignity and respect in the workplace and is committed to providing a supportive working environment to foster such a culture. By addressing unacceptable behaviour and promoting positive behaviour the Dignity at Work Policy fully underpins the Trusts vision and values.

The Trust continuously work towards an environment where:

- All forms of harassment and/or bullying are known to be unacceptable
- All employees understand the behaviour that constitutes harassment or bullying is unacceptable and that appropriate measures, including disciplinary action may be taken
- Individuals feel confident to raise concerns without fear of reprisal or victimisation
- Employees feel empowered to deal with conflict and locally resolve issues
- Support and counselling is provided for all parties
- Employees are encouraged to access their trade union representative for advice, support and representation at all stages of the process or can access an Employee Support Advisor

Trust policies set out the behaviours we expect from all staff in the workplace. Policies are available to all employees via the Trust intranet site and include:

- Equality & Diversity policy
- Employee Relations policies
- Dignity at Work Policy

Behaviours are also reinforced through Trust Values and Our Promises which are embedded into Corporate Induction programme, Leadership and Management development programmes.

The Trust also has

- A Values recognition scheme
- Informal resolution through mediation
- Employee awareness through guidance and communications on the intranet.
- Confidential access to Employee Support Advisors

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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/~~No~~ [delete as appropriate]

If yes, please outline what reporting procedures they are.

UHNM Dignity at Work Policy / Raising Concerns at Work (Whistleblowing) Policy and Procedure / Grievance and Disputes Policy and Procedure

Under the "Raising Concerns Policy" the Trust's leads are the Chief Nurse and the Medical Director who will ensure that concerns are investigated effectively and in line with policy. If concerns remain or the matter is extremely serious, the Chief Executive or designated Trust Non-Executive Director may be contacted.

5. Do you have a freedom to speak up guardian?
Yes/~~No~~ [delete as appropriate]

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

Charlotte Lees, Freedom to Speak Up Guardian – charlotte.lees@uhnm.nhs.uk
Trish Rowson, Associate Freedom to Speak Up Guardian – trish.rowson@uhnm.nhs.uk
Aideen Walsh, Associate Freedom to Speak Up Guardian – Aideen.walsh@uhnm.nhs.uk

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Also, is there an executive lead outside of the HR team?
Yes/~~No~~ [delete as appropriate]

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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/~~No~~ [delete as appropriate]

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

The Trust has set out the core skills and behaviours it sees as critical for organisational success and delivery of its Vision and supports this with a comprehensive management and leadership development programme. The Leadership Development programme enables participants to explore their individual leadership styles and how this is linked to the culture within UHNM.

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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?

Internally Delivered Course	Attendees	Length
205 Gateway to Leadership Programme	966	1 day per completer
205 Gateway to Management	188	1.5 day per completer
Silver Award in Leadership	99	6 days per completer
Gold Award Leadership	44	9 days per completer
Platinum Award in Leadership	15	9 days per completer

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.

 See table above

Please provide the spend associated with this if possible.

All of the above courses are designed, hosted & delivered internally. There is therefore, no associated spend.

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

Section 12 exemption as detailed in the attached letter

9. Do you proactively assess managers' and workers' competencies and skills to combat workplace bullying and harassment?
Yes/No [delete as appropriate]

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

Our Personal Development Review (PDR) process recommends that as part of an annual performance development review an individual considers their on their own leadership style using the Healthcare Leadership Model either via a Self-Assessment or through a 360 leadership profile. We promote use of the NHS Leadership Academy's Maximising Potential Conversation Tool for leaders to rate their performance and how they are achieving their objectives whilst also demonstrating our 4 Trust Values (Safe, Compassion, Together & Improving).

10. Are you actively promoting awareness and recognition of bullying in your workplace?
Yes/No [delete as appropriate]

If yes, what initiatives have you put in place in the last 3 years? (interested not so much in targeting and focusing upon bullies but about creating a culture that makes the actions of bullying and harassment very unwelcome).

Employee awareness –
- Values and promises (previously Behaviours Framework)
- Bullying at Work guidance,
- Dignity at Work Policy employee guidance,
- Employee Support Advisor guidance sheet,
- Anti Bullying Week,
- Targeted messages from Chief Executive about unwelcome behaviours.
- Promotion of Trust Values
- Values Recognition Scheme.

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/No [delete as appropriate]

- Trust Values and Promises
- Dignity at Work Policy
- Equality and Diversity Policy
- Raising Concerns at Work (Whistleblowing) Policy
- Personal Development Review process
- Capability & Performance Policy
- Happier at Work Action Plan
- Collective Call To Action on Bullying Action Plan

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

- Values & Behaviours Framework, relaunched in September 2017 following consultation with staff, patients and carers.
- Launch of the Values Recognition Scheme.
- Dignity at Work training for staff, 'Raising Concerns' training, launch of Gateway to Leadership and Gateway to Management.
- Revised appraisal process – Personal Development Review with a focus on values and behaviours.

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/No [delete as appropriate]

If yes, please outline what tools they are.

Concerns can be raised anonymously through the Raising Concerns at Work (Whistleblowing) Policy and procedure (a form is included to enable the reporter to report anonymously if desired) or the reporter can contact a Freedom to Speak Up Guardian who can raise the concern whilst maintaining the reporter's anonymity.

14. What policies do you have in place related to managing bullying and harassment? Please provide copies.

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/No [delete as appropriate]

Dignity at Work Policy and Procedure
Raising Concerns at Work (whistleblowing) Policy & Procedure
Grievance and Disputes Policy & Procedure

All policies are reviewed at least once every 3 years and are updated to reflect, for example, best practice, case law and national requirements.

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/~~No~~ [delete as appropriate]

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

The Trust may use written tests, performance tests and/or psychological tests to identify the right individuals, depending on the vacancy being recruited to. The Trust is also trialling a Values Based Recruitment framework.

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

Yes/~~No~~ [delete as appropriate]

The Trust is trialling a Values Based Recruitment framework.
The Personal Development Review (PDR) includes focus on values and behaviours.

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/~~No~~ [delete as appropriate]

If yes, in what way are they involved in preventing bulling ad harassment in a proactive manner?

Occupational Health are involved in health at work promotions and other ad hoc staff wellbeing events.   Occupational Health attend Wellbeing Meetings, along with HR, Organisational Development and Freedom to Speak Up Colleagues to proactively tackle issues relating to employee wellbeing.

18. Do you review and check the effectiveness of preventive measures taken? (If any).
Yes/~~No~~ [delete as appropriate]

19. Do you have a system through which employees can provide regular feedback to make it relevant and effective?
Yes/~~No~~ [delete as appropriate]

If yes, what system do you use?

The effectiveness of actions taken is fed back and reviewed through NHS Staff Survey results, local staff surveys, themes raised by Freedom to Speak Up Guardians, Employee Support Advisors, Trade Unions, and Exit Questionnaires.

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

advise.

Mandatory training on Equality and Diversity is available as e-learning and by video. The training covers:
- Equality & Diversity meaning
- Relevant legislation, NHS Drivers & Trust Policies
- Importance of having a positive approach to E&D
- Importance of treating everyone with dignity, courtesy & respect
- Recognise behaviours which undermine E&D
- To know what to do to raise concerns

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

If e-learning, have you assessed your training package and content specifically to bulling and harassment in light of recent staff survey results and did you find it effective/ fit for purpose? **Yes/No** [delete as appropriate]

Training on Equality and Diversity is delivered at Corporate Induction and a face to face mandatory training session (via a video) and by e-learning package.   Video is presented by Trust Freedom to Speak Up Guardian and Workforce Equality Manager.   10 slides are included on bullying and harassment, headings are:
- Explanations of bullying and harassment
- What does bullying and harassment look like?
- What isn't bullying and harassment
- Effects of bullying and harassment on the organisation
- Why don't people complain?
- What happens if we don't do something?
- What if I see unacceptable behaviour?
- Victimisation
- Where to go for support

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21. Does your Trust Clinical and Corporate Induction programme include Equality and Diversity?
Yes/No [delete as appropriate]

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

Equality and Diversity videos content as below:
- Equality and Diversity meaning
- Relevant legislation, NHS Drivers & Trust Policies
- Importance of having a positive approach to Equality and Diversity
- Importance of treating everyone with dignity, courtesy & respect
- Recognise behaviours which undermine Equality and Diversity
- To know what to do to raise concerns

The learning outcomes from the training are:
- To understand what is meant by the terms Equality and Diversity
- To be aware of the relevant legislation, NHS Drivers and Trust Policies etc.
- To understand the importance of having a positive approach to Equality and Diversity
- To understand the importance of treating everyone with dignity, courtesy and respect

- Recognise behaviours that undermine Equality and Diversity
- To know what to do to raise concerns

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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/~~No~~ [delete as appropriate]

If yes, please explain the roles of those individuals.

A Non-Executive Director is nominated as the Non Executive lead for raising concerns, and is an independent resource for staff to raise concerns

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

Yes/~~No~~ [delete as appropriate]

In part

If yes, which department is responsible for completing it and how are the findings acted on? When was the last time this was undertaken?

All managers are required to conduct an annual Health and Safety risk assessment. Additional to this, work-related stress risk assessments may be completed on an ad hoc basis, as and when required.

Where staff members show signs of poor Mental Health or Wellbeing concerns are known or raised, Management are required to address these concerns immediately to avoid potential escalation and ensure the wellbeing of the staff members concerned.

- Stress Prevention tools, information and guidance is available top manager
- Guidance can be sought from the Trust Wellbeing Manager or Health and Safety Team
- Training to recognise mental health concerns and how to deal is provided
- Staff support systems are available including Occupational Health and Staff Counselling services

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

Staff Group	Compliance
Add Prof Scientific and Technic	90%
Additional Clinical Services	82%
Administrative and Clerical	84%
Allied Health Professionals	93%
Estates and Ancillary	95%
Healthcare Scientists	94%
Medical and Dental	60%
Nursing and Midwifery Registered	91%

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

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

5.4% of staff who left in 2017/18 completed an exit interview, of which less than 5 employees gave bullying as the reason for leaving. (section 40 exemption as detailed in the attached letter)

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26. Sharing Lessons Learnt:

Do you believe your acute Trust has taken any unique steps to combat bulling and harassment that have proved successful and that you would be happy to share with other acute NHS trusts? **Yes/No** [delete as appropriate]

If yes, please outline what they are.

Data is not held regarding the success or otherwise of actions taken to date. However, the Trust is always willing to share information with other acute NHS Trusts.

If this request is in any way unclear, I would be grateful if you could contact me at --------------------- and I will be happy to provide the context within which I am requesting this information.

If any of this information is already in the public domain, please direct me to it, with page references and URLs if necessary.

I understand that you are required to respond to my request within the 20 working days after you receive this letter.

I would be grateful if you could confirm in writing that you have received this request.

I look forward to hearing from you.

Yours faithfully,