

Governing Body

REPORT

Subject	Tackling bullying in the NHS: a collective call to action
Date	2 nd November 2017
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Executive Summary

Around a quarter of staff in the NHS reported feeling bullied in the 2016 staff survey. As part of our response to this, the Board is asked to formally pledge support to the National Social Partnership Forum’s call to action on tackling bullying in the NHS. The pledge commits us to:

- Identify the nature and extent of bullying in the NHS
- Talk to our staff about it, listening to and learning from their experience
- Set a baseline and goal for improvement
- Implement an action plan and evaluate progress

Each member of the Board is asked to sign the attached poster so that it can be displayed and our stance on bullying widely promoted to all staff.

Recommendation

For approval

1. Support the national call to action against bullying in the NHS;
2. Sign the CCG specific pledge;
3. Support the HR and ODL Shared Service in the development, execution and monitoring of an action plan in this regard; and receive regular update reports in the course of the next twelve months

Links to the business and risks:

Relevant Strategic Objectives 2017/18 (please mark in bold)

We will commission high quality, safe and sustainable models of care that deliver effective

clinical outcomes and patient experience using evidence based decisions and best practice.
We will ensure that there is a financially sustainable and affordable healthcare system in Bedfordshire.
We will lead, engage and operate as an effective place based and STP wide system partner to achieve greater integration of care delivery.
We will support local people and stakeholders to have an influence on services we commission to ensure our decisions are informed and shaped by local views and insights.
We will operate and manage our Governing Body to the highest standards of accountability and transparency.

Links to Board Assurance Framework / Corporate Risk Register	
Details of additional risks associated with this paper (may include NHS England Assurance Framework / NHS Constitution)	
Financial Implications / impact	<i>Increased staff turnover if Bullying is not under control.</i>
Legal Implications / impact	<i>Potential claims under the Equality Act 2010</i>
Partnership work / public engagement implications / impact	<i>Discussed at Staff Involvement Group.</i>
Committees / groups where this has been discussed before	<i>Discussed at Directors meeting and SIG.</i>
Other options available and their pros and cons	
Background papers	

Tackling bullying in the NHS: a collective call to action

Title : Tackling bullying in the NHS: a collective call to action

Date : November 2017

To : Executive Team / Governing Body Members

For : Discussion / Decision

1 INTRODUCTION / BACKGROUND

- 1.1 The purpose of this paper is bring alive the national call to action in tackling bullying in the NHS and to gain board support for a zero tolerance towards bullying in the workplace.
- 1.2 The National Social Partnership Forum's (SPF) working group dealing with workforce issues and the Workforce Issues Group (WIG) have worked with a variety of stakeholders over the past two years to get a better understanding of the extend and cause of bullying in the NHS.
- 1.3 In 2015 the then Health Minister, Ben Gummer asked the SPF to focus on tackling the high levels of bullying in the NHS. In December 2015, partners agreed recommendations for the system, organisational and individual level on how to tackle bullying the NHS. These recommendations were considered at a Ministerial roundtable event in January 2016. The proposal was developed by the WIG, during the course of 2016. As part of this, NHS Employers carried out a mapping exercise of national organisations that are undertaking work to tackle bullying and the SPF is now linking in with these organisations.
- 1.4 Early thinking on the call to action was tested at a workshop at the 2016 NHS Confederation Conference, followed by workshops in October 2016, to identify a metrics and measures to support organisations tackle bullying. This was based on a report which NHS Employers had commissioned Newcastle University to produce, titled *Workplace bullying: measurements and metrics to use in the NHS*.
- 1.5 The call to action was signed by Philip Dunne, Minister of State for Health; Danny Mortimer, Chief Executive, NHS Employers and Christina McAnea, UNISON, SPF Trade Union Side chair at the SPF Strategic Group meeting on 7 December 2016 and published on the SPF website the following day.

2 THE COLLECITVE CALL TO ACTION

- 2.1 Members of the WIG did a variety of presentations across England on the history, content and rationale for the call of action.
- 2.2 Hein Scheffer, Director of Workforce and NHS Clinical Commissioners' (NHS CC) representative at the WIG presented the call to action to the East of England Regional SPF on Friday 15 May 2017.

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2.3 This presentation considered the following : -

- 2.3.1 Results from the national staff survey since 2012 to 2016. The latest being that 24.1% of the NHS workforce in England confirmed that they experienced harassment, bullying or abuse from staff in the last 12 months;
- 2.3.2 The overall goal is to achieve an NHS that provide excellent, compassionate leadership in a supportive culture where staff can flourish and problem behaviours such as bullying disappear;
- 2.3.3 The call on NHS organisation and staff side to work on cultural change; promoting respectful challenge; publishing defined plans; and measuring progress up to 2020;
- 2.3.4 The research and checklist of Professor Ian Illing *et al* from at Newcastle University, from a cultural point of view, suggests that negative behaviours are challenged and positive behaviours endorsed; with a focus on leaders and managers behaviours first; promoting an anti-bullying policy; supported by appropriate training and counsellors – freedom to speak up guardians; and pro-actively monitoring of organisational data, via the national staff survey or six monthly temperature checks.
- 2.3.5 Giving meaning to the principles of the Carter Report, '*Unwarranted Variations*' in adopting good people management practices.

3 ADDITIONAL RESOURCES

- 3.1 In addition to the work done by the Professor Illing, a variety of additional tools are currently available to organisations via the SPF website. These metrics are confirmed as follows : -
 - 3.1.1 NHS Improvement – Culture and Collective Leadership Diagnostic Resources;
 - 3.1.2 NHS England – Culture of Care Barometer;
 - 3.1.3 NHS Employers and the Leadership Academy – Organisational Development Culture Change Tool and app;
 - 3.1.4 NHS Staff Survey – which enables organisations to look at their own results and benchmark against others;
 - 3.1.5 www.socialpartnershipforum.org/priority-areas/tackling-bullying-in-the-nhs-a-collective-call-to-action/
 - 3.1.6 www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/tackling-bullying-in-the-nhs/tools-and/resources

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4 CONCLUSION AND RECOMENDATION

- 4.1 The Chairs of the Regional SPF's across England, have already written to all Chief Executives and Accountable Officers across the NHS in England, and have called on them to rise to the call to action, to sign up to this call and to lead their respective organisations to pro-actively work to eradicate bullying, being perceived or actual within the workplace.
- 4.2 In preliminary discussions with the respective executive teams, across the shared service in Bedfordshire, Hertfordshire and Luton, it is confirmed that all the executive teams generally support these principles, and this paper is now aiming at formalising that call to action, with a visible declaration, followed by a bespoke action plan within each Clinical Commissioning Group.
- 4.3 Attached is a draft poster that is proposed as template for each CCG to utilise and which is then individually signed either by the respective Chief Officer and Clinical Chair, or the entire Executive Team or the entire Governing Body, whichever is appropriate.
- 4.4 Following on from this, and subject to executive approval, the HR and ODL team would be asked to prepare a bespoke action plan for each CCG in terms of the current state of play, considering the resources and matrix's available whilst monitoring progress on the eradication of bullying in the NHS in collaboration with NHS E and NHS I.
- 4.5 The governing body is asked to :-
- 4.5.1 Support the national call to action against bullying in the NHS;
- 4.5.2 Sign the CCG specific pledge;
- 4.5.3 Support the HR and ODL Shared Service in the development, execution and monitoring of an action plan in this regard;
- 4.5.4 Received regular update reports in the course of the next twelve months.

Hein Scheffer
Director of Workforce
November 2017

Annexure 1 : Call to action poster against bullying in the NHS

Bedfordshire CCG pledges to support the Social Partnership Forum's collective call to action on tackling bullying in the NHS

WHAT IS BULLYING?

Characterised as offensive, intimidating or insulting behaviour, which includes an abuse or misuse of power through means that undermine, humiliate or injure the recipient. Bullying can be verbal, physical, hidden or covert and cyber.

20% of staff in the NHS report they have been bullied by other staff.¹

51% of staff who reported bullying perceived supervisors/managers to be the most common source.¹

TACKLING BULLYING & HARASSMENT in the NHS

WHAT IS HARASSMENT?

Unwanted and unlawful conduct related to a relevant characteristic concerning age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation, which has the purpose or effect of violating an individual's dignity or creating an offensive environment for that individual.

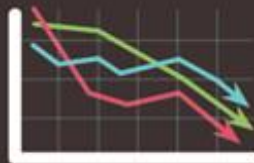
80% of staff believe the state of their health affects patient care.²

29.9% of all UK NHS staff indicated experience of psychological distress due to bullying behaviours.¹

WHAT IMPACT COULD THIS HAVE?

ON THE ORGANISATION:

- poorer patient care
- reduced productivity
- low morale
- increased absenteeism.



ON THE INDIVIDUAL:

- low self-esteem
- anxiety
- depression
- disengagement.

We pledge to:

- Identify the nature and extent of bullying in the NHS
- Talk to our staff about it, listening to and learning from their experience
- Set a baseline and goal for improvement
- Implement an action plan and evaluate progress

We are proud of our staff and are committed to providing a positive culture, where everyone can give their best for the benefit of the population we serve.

What is the CCG doing?



Updated jointly agreed policies promoting a positive culture



Challenge inappropriate behavior and zero tolerance



Appointing a Freedom to Speak up Guardian for bullying and harassment



Launched training for managers to promote supportive management



Responding quickly to complaints

What can I do?



Ask the person to stop



Speak to your manager or HR



Keep a record or diary and document

Signed on behalf of the CCG:

Dated: