

NHS LANARKSHIRE

Scottish Government Response to the Sturrock Review into Cultural Issues related to allegations of Bullying and Harassment in NHS Highland

A. Details of immediate actions your Board have taken / plan to take on the back of the recommendations made in the Sturrock report.

Actions

The Corporate Management Team have discussed the report and agreed the forward plan to provide an informed comprehensive response, staff engagement, full participation in National task force and delivery of specific improvements.

A Board seminar was held in May 2019 to discuss the Sturrock report and provide an opportunity for executive and non-executive directors to contribute to the NHS Lanarkshire response.

Further discussion has taken place at the Staff Governance Committee and comments were invited from the Area Partnership Forum, Area Clinical Forum and Human Resources Forum members.

NHS Lanarkshire will also seek and offer to support the national task force.

An NHS Lanarkshire action plan will be developed to take forward specific strands of additional work to strengthen our response to the recommendations from the Sturrock report.

The Staff Governance Committee will provide formal board governance oversight, monitoring and review of the action plan.

The NHS Lanarkshire Board approved this response during Board meeting on 26th June 2019.

B. What support your Board has put in place / will put in place for any member of staff who has been affected by bullying and harassment.

Actions

Staff may access support through the HR department, their trade union representative and through management or confidential self-referrals to the employee counselling service.

Training on stress management, resilience building and mental health first aid is offered throughout the year. The EASY (Early Access to Support for You) service ensures that issues are identified promptly and fast tracked to Occupational Health and a full occupational health assessment and advice regarding stress is provided. Staff with mental health issues are supported through the provision of a dedicated named case manager for up to twelve weeks. The occupational health service can also source further external psychological support if required. The timescale for this is ongoing throughout 2019/20.

C. Details of your Board’s plan for staff engagement to consider these recommendations and a timeline of when this will be carried out.

Actions

Staff engagement has already commenced as an integral part of the actions described in section A.

Ongoing staff engagement is planned via the Area Partnership Forum, Area Clinical Forum, Human Resource Forum, Staff Governance Committee and all local partnership fora.

The staff briefing system and our newsletter, the Pulse, will also be used, as will divisional and departmental management team meetings. The timeline will be varied and tailored to align with an NHS Lanarkshire action plan to address specific actions required in response to the Sturrock report.

An example of potential tailored events may include focus groups or “tool box” talks which have proven to have worked in previous staff engagement.

1. Fostering opportunities for open and active dialogue with all staff, in the spirit of our Everyone Matters Workforce Vision and Values;

Actions

Values focus groups have been undertaken and aligned to NHS Scotland's development of values. Values are promoted and applied through team development using tools such as Affina, team values discussions.

NHS Lanarkshire's annual Staff Awards programme recognises the contribution of staff directly in relation to our organisational values.

The Chair, Chief Executive and other Board Members engage with clinical staff groups such as the Achieving Excellence Forum and Medical Staff Associations. The Board has influenced through in-depth discussion the role of the Area Clinical Forum and how it can maximise its contribution to service delivery.

A structured programme of Patient Safety Leadership Walk rounds, service visits, 'Back To The Floor' monthly visits, and presentations at Board / Committees are ongoing. Planned events such as Patient Safety Week, various staff learning events e.g. EQUIP Graduation and Quality Improvement activities support ongoing engagement.

Financial planning is undertaken through transparent dialogue, particularly in reviewing Cash Releasing Savings Schemes by engaging with the Area Clinical Forum and the Area Partnership Forum prior to approval by the Board.

The Board continue to promote and develop the role and prominence of the Advisory Structure through greater engagement with the Area Clinical Forum (ACF) and the Area Partnership Forum (APF).

Opportunities are maximised to exemplify Board leadership through values based behaviours with staff and the public, and make the Board decision making processes more transparent by

- encouraging staff to attend Board meetings
- refreshing the "Meet the Board" sessions and developing other opportunities to connect with front line staff
- Briefing staff on decisions made at the Board meetings

The promotion of Personal Development Planning and i-Matter is ongoing. Examples of work throughout 2018/9 include i-Matter awareness / support sessions which took place with feedback suggesting that team stories and successes are extremely useful to develop action plans. As a direct result the corporate management team shared their team story across the organisation to lead by example.

Our Corporate Induction programme is open to all new staff and includes information around how to raise issues or areas of concern.

Learning and development opportunities are promoted through courses such as Equality and Diversity, Mental Health First Aid, Leadership development and How to conduct difficult conversations.

2. Senior leaders are challenging themselves and their teams to ensure that a culture in which our vision and values are routinely modelled, and that positive behaviours permeate throughout the whole organisation;

Actions

The Corporate Management team have an ongoing programme of development which is supported by the Organisational Development team. This monthly programme is focused on team development, leadership behaviours and continuing professional development.

Objectives are agreed with senior managers and through the personal development process are cascaded throughout the organisation. An integral part of the performance management framework is the application of behavioural objectives for Senior Manager Appraisal – this includes at least one specific objective of ‘Demonstrating contribution to Valuing and Leading People’. The principle of ‘no surprises’ from the knowledge and skills framework applies to appraisals where any areas of concern are addressed timeously.

Board Members exhibit behaviours that align to the values of the NHS and are clear about their role and expectations. Discussion takes place on Board members’ roles and contribution to promoting the values and leadership behaviours expected in the NHS as part of the appraisal process.

The Board governance pilot and test of 'blueprint' where culture is discussed and reviewed is ongoing.

Attendance by Board members at events is maximised and promoted by the use of a Corporate Calendar of events and meetings.

NHS Lanarkshire are currently supporting the refinement of NHS Scotland values through staff and stakeholder engagement.

A 'check in' approach is applied at the end of Governance meetings to ensure that all attendees have had an opportunity to contribute to the agenda or identify any concerns for further discussion.

3. Remain assured that their local Staff Governance Monitoring arrangements effectively scrutinise implementation of the Staff Governance Standards, in particular that staff continue to be treated fairly and consistently, with dignity and respect, in an environment where diversity is valued;

Actions

Implementation of the Staff Governance Standards are effectively monitored as a key role of the Staff Governance Committee and firmly embedded as a strand of governance equal to Finance and Clinical. This is evidenced in part by the detail included in the NHS Lanarkshire monitoring return for 2018/19. e.g.

Well Informed

A draft NHS Lanarkshire communications strategy has been developed. As a result of discussions at and following the Planning, Performance and Resources Committee (PPRC) in February, it has been agreed that this will be developed into a communications and engagement strategy during 2019/20. This will ensure that the Board has a joint strategic direction for communications and engagement. In the meantime, short and medium term objectives will be set based on the existing draft communications strategy. These will span internal communications, campaigns, website, social media, media and Freedom of Information as well as actions to improve alignment with corporate priorities and the measurement and evaluation of communications activity.

Appropriately Trained & Developed

NHS Lanarkshire have an impressive performance in the delivery training and development across statutory/mandatory, leadership development and personal development planning. Whilst our appraisal performance dipped to 66% of staff recorded on Turas between 2/4/2018 – 31/3/2019, this was against a backdrop of the introduction of a new electronic solution and not due to any lack of engagement. It is expected the previous compliance rates will be delivered in forthcoming years.

Involved in Decisions

Partnership Fora operate within all major divisions of the organisation, including the Health & Social Care Partnerships and the Property & Support Services Division. NHS Lanarkshire's Partnership Agreement has been reviewed and agreed and this will help promote and further embed partnership working across the organisation. Within the HSCPs, integrated HR/OD/TU meetings take place and the terms of reference for these groups will be reviewed, with the establishment in the North HSCP of a joint HR & Workforce Planning Group.

Treated Fairly and consistently, with dignity and respect, in an environment where diversity is valued

The HR Directorate now produces a monthly report for the Corporate Management Team. This report is cascaded throughout the organisation and contains data on the number of employee relation cases being raised, including cases of bullying & harassment. It is anticipated that, by making this information more widely available, this will promote discussion and provide the opportunity for managers and HR staff to increase staff confidence in reporting incidents of bullying and harassment. In March of this year NHS Lanarkshire's staff briefing included a reminder to staff about the Bullying, Harassment & Victimisation policy. This included a link to the policy, a reminder that NHS Lanarkshire does not tolerate bullying & harassment and information on where to get support and how to raise a complaint.

Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

Articles highlighting the importance of raising concerns and the protection and support offered to staff who do so have been included in the staff briefing, the on-line version of the Pulse (staff newsletter) and highlighted as PC "wallpaper". All of these communications have reassured staff that NHS Lanarkshire is a safe place in which to raise concerns about matters that are in the public interest. Where staff have raised concerns using the Whistleblowing policy, they are reminded of the support available to them from internal and external sources including HR, trade union representatives or the counselling service provided via NHS Lanarkshire's Occupational Health services.

Stress related absences are supported via management and self-referral to Occupational Health. Staff are assessed and support provided to facilitate a speedy recovery and an ability to return to the workplace. Referral to Occupational health is expedited for stress related absence via identification and processing by our EASY service (Early Access to Support for You). This results in the staff member being offered an appointment at day 10 of absence and not day 28 (long term). In addition a dedicated case management service is available to support appropriate staff with a tailored recovery plan for up to 12 weeks duration.

Training on stress management, resilience building and mental health first aid are all offered throughout the year. The use of special leave is encouraged around certain forms of stress including bereavement, relationship issues, caring duties etc.

The Board is sighted on and committed to the roll out of Psychological Safety at Work initiatives and the importance of staff engagement with i-Matter and TURAS.

The Board supports and encourages celebrating the achievements of staff through the Annual Staff Awards Ceremony, the Recognition of Long Service and Promoting Excellence in Medical Education Awards.

Continue the ongoing review of work plans and governance committee agendas ensuring that actions are effectively managed, progressed and reviewed.

4. Ensure that Boards are effectively using systems for staff engagement and feedback, including iMatter, and that boards continue to take action where issues are identified;

Actions

iMatter - 2018 saw all NHS Lanarkshire staff and Social Care staff from both North & South H&SCPs invited to take part (approx.13,000 in total in 1049 teams).

Managers and teams continue to be supported as they move forward developing and implementing action plans and preparing for their next cycle in 2019. Plans are in place to reduce the number of runs in 2019 to four.

Team development and values in action work continue across the organisation. An increase in the number of teams seeking support is encouraging and resources have been aligned to ensure demand is managed within capacity. Team development work has included the use of a range of tools including the Affina team journey and Myers Briggs Type Indicator (MBTI) tools being used. Both of these tools have been used to enhance discussions with a focus on team working, culture and values through exploring current team climate, working with different ‘types’ and discussing how values influence our day to day roles within the NHS.

The Organisational Department supports the process to enable managers to work with teams in the development of their action plans. Organisational Development provide key performance indicator data to directors to instigate local conversations where required.

Open door offices and open door sessions offer staff the opportunity to engage with members of the Corporate Management Team.

Local certificates are sent by the Director of Nursing to acknowledge achievements and individual contributions as part of the NMAHP workforce approach recognise individual’s contributions.

Local site daily operational ‘huddles’ offer the opportunity to engage in local updates and inform staff of areas of interest – e.g. Staff Awards, eESS.

5. That Boards review the implementation of workforce policies relating to bullying and harassment and whistleblowing; that they promote staff awareness of these policies including how they can safely and confidentially raise concerns, the sources of support available and that staff are supported throughout the process;

Actions

Continue quarterly communications in the Pulse on-line and staff briefing about both the Whistleblowing and the Bullying, Harassment & Victimization policies, and emphasise the support available for staff. There is specific reference to Whistleblowing in the on-line corporate induction programme.

Develop Learnpro modules for both Whistleblowing and Bullying & Harassment policies, when the Once for Scotland policies have been published.

Continue monitoring of bullying and harassment cases through partnership working via the Joint Policy Forum and refine the monitoring tool and response templates.

The HR Directorate produces a monthly report for the Corporate Management Team which is cascaded throughout the organisation and contains data on the number of employee relation cases being raised, including cases of bullying & harassment. It is anticipated that, by making this information more widely available, this will promote discussion and provide the opportunity for managers and HR staff to increase staff confidence in reporting incidents of bullying and harassment.

Staff briefings are utilised to remind staff about the Bullying, Harassment & Victimisation policy, which has included a link to the policy, a reminder that NHS Lanarkshire does not tolerate bullying & harassment and information on where to get support and how to raise a complaint. A desktop 'wallpaper' has also been used to raise awareness.

U-matter@lanarkshire.scot.nhs.uk is a confidential email service where staff can email any concerns they might have to a secure mail box, which is managed personally by Director of HR, this provides an additional mechanism for staff to highlight concerns or issues.

6. Boards review their existing workforce training and development needs and make use of the talent development and management programmes NHS Scotland has in place, including Project Lift, to ensure that we are equipping all our staff with the skills and abilities they need to be effective managers of people.

Actions

Project lift participants are identified and confirmed for Leading for the Future programme and there is active organisational engagement with Project Lift programme.

The Leading for the Future programme has been accessed via NES with nominations submitted for all local Board places. A shadow facilitator to train in the programme has also been secured to enable additional places and potentially use of Lanarkshire facilities to be used for next programme (2020 – Cohort 11).

NHS Lanarkshire have partnered with the world renowned Franklin Covey Ltd., to provide managers the opportunity to participate in a personalised leadership journey. Built around Stephen Covey's 7 Habits of Effectiveness. This programme is not just about what Leaders do, it is about who Leaders are. The programme equips managers with the skills, knowledge and behaviours necessary for leadership challenges, present and future and empowers managers to lead with character and integrity.

The Foundation Leadership programme for new managers and team leaders is for all disciplines of new first in line managers, or current managers with no previous formal management learning. The programme aims to support individuals to develop management techniques through understanding the theoretical aspects of management.

The Institute of Leadership and Management (ILM) programme for aspiring managers enables individuals to learn about management theory and practice. This is an accredited programme for staff

A range of supplementary programmes are offered including topics such as: Difficult Conversations, Coaching Conversations

Leadership Links resources are accessed and offered via Turas Learn. This resource and others are promoted through a dedicated leadership and management web page on NHS Lanarkshire's intranet site – First port.

Mentoring and individual coaching opportunities are offered for career development, subject to PDP agreements.

Individual personal development is offered and includes Myres-Briggs Type Indicator (MBTI) questionnaires and confidential 360 degree feedback reports.

Team development work has included the use of a range of tools including the Affina team journey and Myers Briggs Type Indicator (MBTI) tools being used. Both of these tools have been used to enhance discussions with a focus on team working, culture and values through exploring current team climate, working with different 'types' and discussing how values influence our day to day roles within the NHS.

An organisational scan of senior leadership to understand gaps and future needs will be completed by early 2020.

NHS Lanarkshire currently support new managers through a manager induction programme, designed to identify what knowledge and skills are required for their new post. This programme is currently being redeveloped and will be completed by end of 2019.

20 June 2019

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