

Freedom of Information Request: FOI 0406

University Hospitals Birmingham NHS Foundation Trust (UHB) completed a merger by acquisition of Heart of England NHS Foundation Trust (HEFT) on 1st April 2018. Some responses have been provided by site, as indicated below

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.

Queen Elizabeth Hospital Birmingham: Prevention of Harassment and Bullying at Work policy and procedure

Heartlands, Good Hope and Solihull: Dignity at Work Policy

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?

No

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

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.

Staff are reminded of the stance that the Trust takes on bullying and harassment i.e. zero tolerance. The Trust's vision and values underpin expected behaviours.

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

If yes, please outline what reporting procedures they are.

The reporting procedures are the same for all staff irrespective of their position in the Trust. Staff can contact Human Resources to discuss any concerns that they may have.

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

Yes

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

Professor Julian Bion, FreedomToSpeakUpGuardian@uhb.nhs.uk

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

No

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

Whilst we do not specifically examine the leadership styles used in individuals' workplaces, all of our induction, education and leadership development is centred around the organisation's values and expected behaviours.

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

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?

We do not hold this information. However we can tell you that approximately £270,000 worth of leadership development activity was commissioned from a range of providers.. Additionally individual departments sponsor staff to undertake a range of academic leadership courses and we have an inhouse education team who provide leadership and management activity at a range of levels.

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.

As above, we do not hold this information

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?

No

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

Yes

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

Managers are assessed at recruitment to ensure that they have the people management skills required for a manager.

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? (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).

The Trust has 20 Confidential Contacts who support Professor Bion in his role as Trust Freedom To Speak Up Guardian.

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's Vision and Values are clearly stated throughout the Trust and in the course of its business e.g. recruitment adverts, contracts of employment, at Trust induction.

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

All recruitment and development programmes are built on the foundation of the organisation's values and behavioural expectations.

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.

No

If yes, please outline what tools they are.

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

Queen Elizabeth Hospital Birmingham: Prevention of Harassment and Bullying at Work policy and procedure
Heartlands, Good Hope and Solihull: Dignity at Work Policy

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?

No. These policies are currently being reviewed.

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.

Written tests may be used as part of the recruitment process depending on the requirement of the job.

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

Yes

Recruitment practice is expected to test the applicants against the Trust values and expectations. The Trust values are part of the appraisal documentation and appraisers trained to assess individual performance against the 5 Trust values

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?

They record work-related causes of mental health referrals and attendances at the counselling service. The latter specifically records bullying and harassment. This identifies areas of concern which are then reported back to the Trust Health and Safety committee and to the Occupational Health/HR meeting group.

They also deliver monthly stress and building resilience sessions that promote the importance of maintaining wellbeing both physically and psychologically.

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

Yes

Obtain feedback from the sessions delivered

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?

Email questionnaire via easy learning and encouraged to email in any feedback following the training sessions.

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

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

Both methods are used

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

Those which would relate to bullying and harassment although not specific are:-
What are Human Rights
The Convention Rights
Unconscious Bias

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

Not re-assessed specifically for bullying and harassment, however aligned with the National Core Skills Training Framework for Equality and Diversity.

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)

What are Human Rights
The Convention Rights
Unconscious Bias

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?

No

If yes, please explain the roles of those individuals.

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

No

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

When was the last time this was undertaken?

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

Please see attached Training compliance document

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?

We do not hold this information. The exit interview process is voluntary, and the Trust's exit questionnaire does not specifically capture bullying and harassment as the only reason for leaving the Trust.

26. 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.



University Hospitals Birmingham
NHS Foundation Trust