

NHS 24 BOARD MEETING		20 JUNE 2019 FOR APPROVAL	
RESPONSE TO STURROCK REVIEW INTO CULTURAL ISSUES RELATED TO ALLEGATIONS OF BULLYING AND HARASSMENT IN NHS HIGHLAND			
Executive Sponsor:	Director of Workforce		
Lead Officer/Author:			
Action Required	The Board is invited to note for approval the proposed response to the Cabinet Secretary in relation to the outcome of the Sturrock Report.		
Key Points	<ul style="list-style-type: none"> • Update on Cultural Improvement Journey • Reassurance that applying dignity at work • Update on Staff Engagement 		
Financial Implications	There are no additional financial implications.		
Timing	A response is required to Scottish Government by 28 June 2019.		
Contribution to NHS 24 strategy	To ensure our Workforce feels valued, safe and supported.		
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)	Ensures our workforce continues to be appropriately trained, engaged and motivated, healthy and resilient.		
Equality and Diversity	NA		

1. RECOMMENDATION

- 1.1 The Board is invited to note for approval the proposed response to the Cabinet Secretary in relation to the Sturrock Review.

2. BACKGROUND

- 2.1 On 23 November 2018, the Scottish Government announced that John Sturrock QC would lead a fully independent external review into allegations of a bullying culture at NHS Highland. The Review was commissioned following the public disclosure of concerns about bullying and harassment in September 2018. The Review was given a remit to:
- Create a safe space for individual and/or collective concerns to be raised and discussed confidentially with an independent and impartial third party.
 - Understand what, if any, cultural issues have led to any bullying, or harassment, and a culture where such allegations apparently cannot be raised and responded to locally.

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- Identify proposals and recommendations for ways forward, which help to ensure the culture within NHS Highland in the future is open and transparent and perceived by all concerned in this way.

Mr Sturrock QC submitted interim findings and recommendations to the Cabinet Secretary for Health on 05 February 2019. The Cabinet Secretary subsequently met with John Sturrock QC on 14 February 2019 to discuss those interim findings and his emerging thoughts about potential ways forward. John Sturrock QC provided a draft report to Scottish Government officials on 27 March 2019, thereafter an appropriate representations process commenced. John Sturrock QC subsequently revised the report to take account of any direct representations made as part of that representations process. A final review report was submitted to the Scottish Government on 3 May 2019; arrangements were then progressed for its immediate publication

The Cabinet Secretary wrote to NHS Boards on 20 May 2019 to ensure that all Boards reflect on and learn from the findings contained within the Sturrock Review. The Cabinet Secretary requested by 28 June 2019, that Boards provide information in relation to:

- Details of immediate actions your Board have taken/plan to take on the back of the recommendations made in the Sturrock report.
- What support your Board have put in place/will put in place for any member of staff who has been affected by bullying and harassment.
- Details of your Board's plan for staff engagement to consider these recommendations and a timeline of when this will be carried out.

3. ENGAGEMENT

- 3.1 NHS 24's Response to the Sturrock Review into Cultural issues related to allegations of Bullying and Harassment in NHS Highland, was developed in partnership.

10 June 2017

Mrs Anna Gilbert
Head of Staff Governance
Health & Workforce Directorate
St Andrews House
Regent Road, Edinburgh
EH1 3DG

Dear Anna

Re. Scottish Government response to the Sturrock review into cultural issues related to allegations of bullying & harassment in NHS Highland

Thank you for your letter dated 20 May 2019 where you asked for an update of the actions put in place by NHS 24 following the publication of the Sturrock Report. In the letter you requested NHS 24 provide an update of progress against three bullet points. The Board responses can be viewed below;

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

On receipt of the Sturrock Report the Board immediately established a short life working group made up with Executive Team Members including the Employee Director or his representative to examine the findings and assess NHS 24's performance against the recommendations. The short life working group also highlighted that NHS 24 had been on an improvement journey for several years and felt that a lot of the recommendations mirrored the work that had commenced and was ongoing in NHS 24 and felt it would be helpful to describe the work which is still ongoing.

NHS 24's journey to organisational improvement began over three years ago when CEO, Executive and senior management team clearly set out their ambitions and vision for NHS 24. At that time in 2016, NHS 24 had a demotivated workforce due largely to the failed transition of the 111 service on to a new technology platform. It was recognised that in order to successfully deliver the new technology requirements in 2017, an intense programme of organisational improvement in line with staff engagement would be required.

To support this vision for organisational improvement, we undertook a partnership approach with colleagues from across the organisation, to develop and deliver an ambitious cultural improvement programme through staff engagement that was not only aligned to the NHS Values but took a bottom-up and top-down approach. A Values Group was established to identify what the NHS Values meant to staff and to benchmark where staff felt the organisation is in relation to each of them. Bespoke Values Engagement Stands were created, employing design techniques aimed at encouraging staff to get involved. Throughout October 2016, the Stands remained at our centres in Edinburgh & Clydebank then moved to Cardonald & Aberdeen in November 2016. In addition, the stand materials were developed in a format adapted to local centres, in order that every member of staff was provided with the opportunity

to participate. The feedback from our staff was recorded so that we could build it into our work-plan. Partnership working ran through all of the Values work. The Values are on the agenda for all Partnership Forum meetings. Each centre created multi-disciplinary sub-groups, which focussed on the values and what they mean to local centres, and on activities that can be undertaken to ensure we live these values. Feedback on the output of these groups was disseminated through the Partnership forums and the Co-Chairs work together to embed the behaviours as 'Business As Usual'.

The values were on display on the large wall screens in the four main contact centres initially and the colours in our buildings have been changed to incorporate the values-coloured branding that is recognised by all staff. Staff recognition awards were also established and feedback from staff has been very positive and appreciative. The operational management teams across our sites have been challenging and questioning their approach in line with the values, in order that they are role-modelling values-based behaviours and approaches. Values engagement work continues to be a core and current objective in the Executive Management and Directorate team Objectives and Deliverables.

iMatter

Key messages about personal ownership for improving staff experience through iMatter were delivered through various media. Following the successful implementation of technology in 2017, there was a clear message about the need for all Board staff to participate in the iMatter staff experience Survey by end June 2017 and complete action plans by November 2017. Extensive iMatter training, which focused on the values and healthy organisational culture, was being offered throughout 2017 to support staff and managers. In addition, various resources were developed to provide alternative modes of learning prior to participation in iMatter. In 2018, participation in action-planning improved from 15% in 2017 to 66% in 2018. This was due to the focus on shared ownership at Executive Management, Senior Management and the hard work of our Team leaders, Senior Charge Nurses and Clinical Service Managers.

Staff Development

The CEO, Employee Director and staff members were filmed having conversations on video showcasing the values and vision of NHS 24. These have been used and signposted primarily for new starts during their induction journey, as well as being available for all staff to access. There was engagement with Patient Affairs on incorporating values-based patient stories into induction and the welcome handbook. Culture and values were included in the welcome handbook and corporate welcome session. The CEO held values briefings for all multi-Directorate trainers providing them with an opportunity to hear her vision and expectation for organisational culture, for both staff and patients. Learning and Professional Education facilitated events throughout 2017 to the present date, to reset culture, create capacity, capability and confidence in people and teams. These included a values exercise, promoting personal leadership and commitment to improving values-based behaviours, which was conducted with Values Group members, the leadership team and other targeted

teams. Facilitation Skills for staff members who engage with external stakeholders was delivered, which focussed on dignity and respect. Lunch 'n' Learn sessions to encourage quality annual personal development planning and review were provided. People Connect and Facebook groups were set up to support students who were studying while working at NHS 24. There has been significant activity related to wellbeing, to provide a caring and compassionate environment including delivery of resilience and mindfulness sessions.

Leadership and Management Development

In 2017, the Executive Management Team developed a set of leadership behaviours and core contributions that focus on shared ownership for organisational culture and responsibility for role modelling values-based behaviours. A new programme of people management development entitled Leading and Managing Successful Teams commenced in 2017 also. There were values and culture themes throughout each session.

In 2018, a senior leadership programme, entitled Investing in Our Leadership, was developed and sponsored by the Executive Management Team, to support senior managers in embracing NHS 24's five-year Strategic Delivery Programme. The programme focussed on senior leadership potential to change and improve our organisation and the way we deliver services to our patients. The programme aimed to involve and engage the senior leadership team in making a collective commitment to delivering transformational change and in supporting our staff to make improvements. There was a recognition that senior leadership can be very rewarding, but sometimes challenging, and the programme was provided to support and empower the team to flourish in their careers. The programme was delivered from April 2018 to March 2019, in a series of development and engagement events with a range of presenters. These events also provide opportunities to network with colleagues to support collaborative working and begin building communities of practice. We have now developed a new leadership programme for the next levels of leadership in the organisation to ensure that we continue to embed values based and compassionate leadership to every one of our employees highlighting how important everyone's voice is to the organisation.

We are currently redesigning our shift patterns for our 111 staff in partnership with staff side colleagues. This work allows for equal staff coverage over all of our shifts, empowers our line managers and also implements a team based approach to ensure better working and better care.

We will continue to build our organisations capacity and capability to provide safe, effective and person centred care with a focus on cultural improvement.

- **What support your Board has put in place for any member of staff who has been affected by bullying & harassment**

We fully adhere to the Dignity at Work Policy which was approved in partnership by our Board. We continue to support staff to have the confidence to report dignity at work issues through the values work led locally by the regional partnership fora, confidential contacts, through the Executive Teams walk-rounds within the centres, and through the patient safety walk-rounds. In addition, Dignity at Work is highlighted at NHS 24's induction programmes, and incorporated into our leadership

programmes. We also continue to make available to all staff a Dignity at Work eLearning module.

Staff are also supported through the process by access to our confidential counselling service and are offered the opportunity to have an assigned member of staff to support them through the process; this support is offered to the staff member making the complaint and also the staff member being accused. We have also recently developed a set of FAQ's as a response to staff questions around the process and these are available to staff on the intranet linked to the policy. We have in place a locally nominated Board Whistleblowing Champion and a Non-Executive Whistleblowing Champion and welcome the appointment of nationally trained whistleblowing champions.

Along with the supports we currently have in place we do recognise that we do not always get it right when dealing with cases of this nature. To address this we are in the process of setting up the delivery of annual training for all managers and a communications plan for staff around Dignity at Work. We will be ensuring that the HR team are up to date with latest training and supported when dealing with difficult cases. We will also be looking to roll out new investigation training for line managers. We have in the past four months appointed a new Director of Workforce who will be able to provide expertise, oversight and assurance / re-assurance for any complaints from staff who feel they have been bullied or harassed. Any cases will confidentially be reported through our Staff Governance and Audit & Risk Committee to highlight key issues and timelines and outcomes.

- **Details of your Boards plan for staff engagement to consider these recommendations and a timeline of when this will be carried out**

As with the first question NHS 24 has been on a journey for nearly three years and felt it important to highlight the staff engagement we have used and will continue to use moving forward. In October 2016, and to kick-start the cultural improvements that needed to be addressed, we launched a series of values staff engagement units that provided staff with the opportunity to comment on our culture:

The units were placed in each Centre for two weeks to capture as many shift patterns as possible enabling the majority of our staff with the opportunity to share feedback. The feedback was voluminous in both quality and insights with more than 800 interactions with the Values staff engagement boards. In response to the feedback, we went on to develop local Staff Action Groups in each of the main centres where we could take this feedback forward locally. Staff engagement is a crucial component to NHS 24's organisational improvement programme. Our overarching aim is to ensure that all staff are kept fully engaged, informed of each milestone achieved, provided with ample opportunities to seek additional information if required and to feedback. To do this we have developed and continue to deliver staff roadshow events with members of the EMT, staff-side and project team to inform, motivate, support and engage with staff. This also provides EMT with face-to-face time with staff to enhance their understandings of the pressures staff feel. In addition to existing communications channels, we deliver a range of supporting communications tools that we continue with today:

- new core briefing document - Team Talk
- staff information toolkits
- information roadshow events

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In December 2019, we launched our recognition cards – small postcards created in a range of designs aligned with our values and with messages of 'Thank You', 'Well Done', 'Congratulations'. Managers were encouraged to use these cards to highlight and recognise their colleagues and team members' work or personal accomplishments. These cards continue to be promoted across the organisation. We also launched a page on our intranet dedicated to staff compliments and recognition. The pages are updated by the communications team with compliments from patients (received via our social media channels, Patient Affairs Team and Care Opinion) and from other colleagues taking the time to compliment and recognise each other.

We constantly strive to improve staff experience and continue to work with colleagues across NHS 24 to provide multiple opportunities for staff to be involved and to have their voice heard. We have and will continue to share our work following on from the Sturrock report using these existing channels which have been working well for us.

At NHS 24 we remain committed to ensure that everyone feels valued, safe and supported and that they can raise any concerns that they have. We believe that we have improved our culture over a three year period but are aware that more requires to be done and believe that you will see that with the evidence outlined in this letter.

Should you have any further questions please feel free to contact me or Graham.

You're sincerely

David Miller
Director of Workforce

Graham Revie
Employee Director