**Delivering care through collaboration**

**Golden Jubilee Foundation**

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Chair: Susan Douglas-Scott CBE

# Chief Executive: Jann Gardner

3 June 2019

**Private and Confidential**

Anna Gilbert

Head of Staff Governance

Health Workforce Directorate

Dear Anna,

Below is the information and assurances required in response to the letter: **Scottish Government Response to the Sturrock Review into Cultural Issues related to allegations of Bullying and Harassment in NHS Highland,** sent by Jeane Freeman, Cabinet Secretary for Health and Sport, on 20 May 2019.

There were three areas that details were requested.

Firstly, details were requested of **immediate actions the Board has taken or plans to take on the back of the recommendations made in the Sturrock report.**

I can confirm that a short-life partnership working group has been established to initially review the report and identify any actions that we could undertake that would support the recommendations of this report. Any actions identified will be integrated into the Board’s Staff Governance Action Plan for 2019/20.

Secondly, you requested to know **what support the Board has put in place or will put in place for any member of staff who has been affected by bullying and harassment.**

Currently, the support available to individuals once they have raised a concern is provided by various mechanisms. This is dependent on what is required including support from Human Resources, trade unions, Confidential Contacts, Occupational Health and from our Spiritual Care Advisor.

We currently do not have Mental Health first aiders but are starting to work with See Me in summer 2019. This organisation support the first aiders approach and we will work with them to review the impact that this can have on an individual’s wellbeing and mental health.

Additionally, to raise awareness of bullying and harassment, we have:

* Reviewed, refreshed and promoted the Board’s Zero Tolerance statement.
* Reviewed, refreshed and promoted the Whistleblowing policy including a new non-executive Whistleblowing Champion.
* Reviewed, refreshed and promoted the Bullying and Harassment policy to ensure that the appendix is clear on what is considered.
* Reviewed, refreshed and promoted staff and manager guides e.g. Whistleblowing, bullying and harassment.
* Promoted the Confidential Contacts.
* Raised awareness of support available to staff who may have concerns relating to dignity at work.
* Reviewed and promoted the Diversity Champion role.
* Started developing a video for teams which will cover bullying and harassment/ whistle blowing, how to report incidents and how to get support. This will be available on both our intranet and You Tube staff channel with the expectation that is shown during team meetings.
* Started developing investigatory training for managers who might be required to investigate incidents.
* Established bi-annual meetings between the Associate Director of HR and the Employee Director to review exit interviews, identifying any trends or any areas of concern.
* Established quarterly meetings where staff side/ HR can discuss issues and trends that are arising, addressing these using current tools (e.g. mediation) and processes.
* Continue to deliver human factor training to all of our employees. At this training we emphasise the need to speak up if you see bad behaviour or experience it yourself.
* Launched our Values toolkit to support teams to have conversations regarding values and behaviours.
* Incorporated Values and team/organisation culture development session has into our local management development programme.

This year we will be continuing to raise awareness by:

* Developing a communications plan around having the confidence to speak up and appropriate behaviours.
* Engaging with the organisation on the Whistleblowing consultation.
* Revisiting and refreshing our Board Values Programme.

Finally, you asked for **details of our Board’s plan for staff engagement to consider these recommendations and a timeline for when this will be carried out.**

The report and recommendations are being shared with the Senior Management Team and Partnership Forum. This plan, which is being developed, will go to the June SMT and July Partnership Forum. The agreed actions will then be shared with our Person Centred (Staff Governance) Committee. We will raise awareness to all staff through our normal range of communications methods.

Over and above the three areas where details were requested, there were also a number of areas where you sought assurance of Board actions, which are addressed below.

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

The Board has continued to foster all types of communication methods as we know that for certain individual staff groups using a one size fits all approach does not work.

Any internal project that affects staff has a dedicated communications plan targeting the relevant audiences. All communication methods give staff the ability to feedback to the dedicated project leads and this allows more effective two-way communication and increased awareness and understanding of relevant topics.

We are continuing to focusing on face to face communications with staff involved in, for example, a range of groups setting out clinical, design and other features of our new expansion. Due to the feedback and success of the involvement in staff in our phase one cataract expansion, a similar plan has started for our phase two development. The feedback themes so far have indicated that staff are excited about future expansion opportunities and also that they were pleased at being able to plan and influence new working environments.

**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.**

The Board has recently seen changes in the senior team and is about to undergo an organisational review to ensure that we have internal structures which will support the organisation to continue to expand and evolve.

We recognise that this is an ideal time for us to revisit our organisational Values and ensure that they are still appropriate and are being delivered.

Due to the management changes it is also an ideal time for the work that will be undertaken with the Executive and the Senior Management teams around our Values.

The Chief Executive has started “Chat with the Chief” drop-in sessions to provide opportunities for as many staff as possible to hear views and ideas on the future direction of the Board. This also provides an opportunity for staff to ask questions and raise issues direct to our Chief Executive on a face to face basis.

**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.**

We continue to have a strong focus on staff governance and a person-centred approach. This includes a strong commitment to our Values and ensuring that person-centred items are regular agenda items across our board and committee meetings.

Staff governance Key Performance Indicators are reported through these committees, including a specific one around bullying and harassment.

**4. Using systems for staff engagement and feedback, including iMatter, effectively and that Boards continue to take action where issues are identified.**

A key priority the Board identified was that we needed to focus on increased participation in the iMatter survey and improvement process. Our aim was that all teams had enough responses to receive a report and, where teams didn’t receive a report, there was still the expectation that the team develops an action plan. Over the last year there have been regular updates to the Senior Management Team, the Partnership Forum and the Person Centred Committee (Staff Governance Committee). The Board outputs of the iMatter survey are integrated into the Board’s Staff Governance Action Plan.

We have plans in place to run the Board’s validated Values Survey later in the year, which includes a measure against our value of “Valuing Dignity and Respect”.

Staff are regularly asked to feedback and be involved in key decisions affecting them. Recent examples include our expansion programme, Board Strategy and views on what type of medical leader would they want as part of our Medical Director recruitment process.

All communication methods have a feedback mechanism so that staff have the opportunity to provide comments on projects or the organisation in general. All feedback forms have the option for individuals to respond anonymously if they do not feel confident enough to raise an issue through line management, staff side or through another forum.

**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.**

The Board has an agreed partnership process where HR policies are reviewed on a three yearly cycle whether the PIN has changed or not. This ensures that we are regularly raising awareness of these policies, including the Whistleblowing policy and Bullying and Harassment policy.

Alongside these policies, we have guides for managers and staff, which provide an easy to use reference to the policy.

When these policies are approved they are promoted through various internal communication channels including the organisations team brief, our weekly staff electronic newsletter and our staff magazine. All policies and easy reference guides are available on the staff intranet.

Following the results from last year’s Dignity at Work we undertook more awareness raising for staff and this will continue into this year.

**6. That 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.**

We have reviewed the training and development needs of our current and future leaders. We will provide a consistent approach to leadership and the foundation of this approach will be rooted in the Health and Social Care Leadership Capabilities, which are:

* Collaboration and Influencing
* Self-Leadership
* Empowerment
* Motivating and inspiring
* Creativity and Innovation
* Vision

Work is ongoing to deliver training and development in line with the Golden Jubilee Foundation leadership framework. This has included the development of a coaching service, delivery of supervisory skills training and the delivery of standalone workshops covering a range of topics. We are ensuring that at the GJF we are reflecting developments at a regional and national level in relation to leadership development courses and talent management (Project Lift and Leadership 3) and leadership capabilities/ values. Work has already started on this and to refresh the leadership framework.

In collaboration with national health boards we have developed a national management development programme. This provides core management development training and an opportunity for managers across the health service to network and learn together. We are currently reviewing internal provision to reflect national offering.

We have continued to deliver and develop our leadership framework. This includes:

* Integrating the Health and Social Leadership Capabilities and identifying how they are demonstrated within the GJF.
* Refreshing the leadership opportunities available at a local, regional and national level.
* Coaching development from foundation level through to advanced roles with responsibility for supervising and developing other’s coaching practice.
* Developing mentoring support and skills across the organisation.
* Targeted development work with key leadership groups.

Hopefully the information above addresses the questions and provides the required degree of assurance.

Should you need further information, please do not hesitate to contact me.

Yours sincerely,

Jann Gardner

Chief Executive