

A Positive Work Culture – essential for wellbeing and performance at work

Including 18 rules of a Positive Work Culture

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Contents: wellbeing and performance; controlled communities; cultural foundations; subtle displays of behaviour; sub-cultures; the use of fig leaves; changing cultures; Positive Work Culture; 18 rules of a Positive Work Culture; implementation.

Introduction

An increasing number of people at work are reporting psychological distress due to actions initiated or condoned, wittingly or unwittingly, by managers. These situations result in staff finding themselves being disciplined, referred by the manager to occupational health services and being marginalised by others because of some kind of apparent ‘wrongdoing’ that is never clearly expressed or exposed.

Increasingly, the people affected are professional, providing legal, medical, nursing, psychological, teaching, social work, banking and other services to the community. For them, and for everyone else who suffers these experiences, there is no satisfactory outcome. The best that can happen is a change of job. The worst is a change of life. All suffer degrees of psychological distress arising from the events.

Managers, wittingly or unwittingly, contribute to psychological distress at work, whilst Occupational Health and other services seldom address the real causes of distress, which include the managers.

Occupational health services, Employee Assistance Programmes, counsellors and others provide individual support, but seldom become engaged with the elimination of the possible causes of psychological distress. The impartial Human Resource services often appear helpless, and are sometimes perceived as colluding with managers in patently abusive situations – an image they would wish to expunge.

No one hears what happens to the managers. Too often, managers lack the skills and ability to manage people and consequently, if a staff member has the courage, and the support, he or she may take out a grievance against a manager. For most people, this is fraught with too many threats, and the grievance process itself merely adds to the general level of despair and psychological distress.

The high incidence of sickness, absence and staff turnover continues to cause concern for legal, insurance, HSE compliance, business and service costs, and personal reasons. The impact is all around us. The decline in standards, quality and effectiveness of the public services is manifest.

The commercial economy struggles. Unemployment is rising and budget cutbacks are in the pipeline. Stress levels are rising and tensions are increasing. Strike action is now on the agenda.

So, what's going on?

Wellbeing and performance

People who feel well perform better than people who feel ill. Wellbeing is idiosyncratic – a highly personal interpretation of how we feel. People are, generally, sensitive to their personal wellbeing and vary in their tolerance to feeling unwell. Frequently the degree of tolerance is culturally driven, and dependent on the strength of engagement with the organisation, its purpose and its controllers. People who are strongly engaged with their organisation and controllers will have greater resilience against adverse events than those with limited or no engagement.

A complication arises in situations where employees appear to be engaged by turning up for work whilst unwell but who under-perform or are counter-productive because they are unwell. This is known as presenteeism, and is hugely expensive to organisations.

A component of individual and corporate performance is the individual ability to focus and concentrate on work. Psychological distress is a major diversion from concentration and leads to lower personal, and consequently, corporate performance. Psychological distress is the reason for about half of all sickness absence from work.

Promoting psychological wellbeing and performance at work relies on the creation of cultural foundations of virtuous intent that encourages a display of behaviours that lead to trust, commitment and engagement between individuals, their employing organisation, and their immediate working organisation which may be a team, a department, or something else.

We all act

Everyone acts, either knowingly or unknowingly. Consequently, people act out the behaviours that are expected of them in whatever situation they happen to be in. If we have experienced a particular situation before, we are very quick at picking up signals that make us think about the behaviours we should adopt in a similar situation. This is reinforced if the display of behaviour is acknowledged as being acceptable, and in some situations, laudable.

If we experience a new situation, we may struggle to work out how we should behave. If, for any reason, we do not behave according to other people's expectations someone will often provide a nudge in the appropriate direction. Jump a queue in a shop in the UK, for example, and someone will make their displeasure known. Jump a queue whilst joining a ferry in Greece, and no one would notice as queues don't exist in the same way. In these examples there is hardly any threat to normal working lives; no one else in these situations has influence over individual freedom of choice; they merely nudge people to limit their choice of behaviour in favour of what

We are actors, acting out different behaviours according to expectations of others. Expectations are based on the cultural context in which people live and work.

is acceptable to others. We can either respond by conforming to expectations, or ignore the nudge and continue to be 'out of step'. If we go too far, or break a law, the Authorities may step in to bring behaviour into line with expectations.

The expectations of behaviour are largely based on the cultural context within which behaviour takes place. The cultural context in Greece, for example, is different to the UK. This gives rise to an expectation of different behaviours for what, seemingly, is the same phenomenon, a queue.

Culture

Culture is the context for behaviour in communities and is made up of (amongst other characteristics) values, rules, routines, structures, and norms. These are the foundations of culture. In addition, the signals we pick up from people may include atmosphere, dress, symbols of various kinds, even the time of day. They inform the way we are expected to behave, effectively exposing the culture for all to see. These are the displays of culture.

Controlled communities

Organisations are two or more people interacting with each other to achieve something in common which they wouldn't be able to do on their own. Organisations arise and decline regularly; some are more permanent than others. Sometimes the controller is a host, as at a dinner party, for example. In other types of organisation, controllers are called managers. Their job is to control, direct and co-ordinate.

Organisations are controlled communities. They, therefore, have behavioural expectations based on a culture. In a workplace the culture is often overt. Employees tend to gravitate towards acting in a stereotypical way expected for the type of organisation. Traffic wardens look and behave like traffic wardens; receptionists look and behave like receptionists. These are the large symbols of the culture, and the large signals we pick up. Individual performance, however, is

Organisations are controlled communities. For wellbeing and performance to be reflected in the behaviour of controllers, the cultural foundations need to be based on virtuous intent and active promotion of wellbeing and performance, and controllers trained in the display of behaviours that reflect these foundations.

influenced by the subtle displays of culture. A friendly traffic warden might surprise us; an unhelpful receptionist will tarnish the image of the hotel.

In some organisations there may be disconnection between the cultural foundations and the display. This may be because the foundations are not embedded sufficiently well for individual behaviour to acknowledge the culture, or, quite

commonly, the foundations have not been established with any emphasis on or commitment to issues of virtuous intent, wellbeing and performance, placing little or no expectations on staff to act in any particular manner. This results in idiosyncratic controller behaviour which, if not schooled in the techniques and approaches to managing people, can lead to psychological distress.

In the wider context where legislation, the media and Government intentions emphasise a need to focus on wellbeing of employees, some organisations project rhetorical cultural foundations,

where the foundations are ‘talked up’ with enthusiasm and persuasive intent without any substance behind them.

However, within controlled communities where wellbeing and performance are not part of the cultural foundations, controller behaviour can potentially and actually abuse staff. For example, a controller who behaves aggressively towards staff may receive reinforcement in some way, either by reinforcement of his or her sense of ‘power’ over others, or by observing others responding to the aggressive behaviour in the manner that the controller expected. With no counter-acting by staff, the aggressive behaviour remains dominant.

Sometimes a controller provides a nudge that produces uncertainty and bewilderment in how to behave, suggesting ‘misbehaviour’ of some kind that isn’t understood by the recipient. Unless challenged or counter-acted, the ambiguity remains dominant. Counter-acting the behaviour of such controllers poses particular difficulties. The implied and actual threat of losing a job provides a coercive strength to the behaviours which makes counter-acting the behaviour more difficult.

This can, of course, facilitate harmonious behaviour at work should a controller observe staff acting abusively towards each other, towards clients or towards the controller. The controller may use the same implied coercive strength to restore harmonious behaviours. However, coercion is not associated easily with harmony, so we call this managerial seduction, the ability to persuade people to do something they might otherwise not do.

In controlled communities wellbeing and performance depends on the cultural foundations and the display of behaviours reflecting a culture of virtuous intent that actively promotes wellbeing and performance.

Subtle displays of cultural values

The subtle displays of culture are the signals that individuals give out to others. Often the subtle signals remain under the radar of those controllers concerned only with the bigger, more obvious, symbols of the culture. So long as people turn up for work on time, perform their tasks, dress sensibly, and talk to clients in ways that engage their interest, some controllers have little concern for the more subtle signals that may be passing around. Indeed, some may be so uninterested they believe their own subtle signals fall beneath the organisational radar, to the point their signals don’t remain subtle but combine with others to form part of the larger, more obvious, group of signals that become display of the culture as a whole. In a Positive Work Culture this will yield high levels of wellbeing and performance. In any other context it will yield high levels of psychological distress. The daily newspapers are riddled with examples of this phenomenon, particularly when cases reach the courts and acts of harassment, discrimination or corruption are alleged and excused as ‘part of the culture’. It can be assumed that harassment, discrimination or corruption

It’s the subtle signals that count. Even with cultural foundations based on wellbeing and performance if a controller displays subtle signals that are not in accord with these foundations, employees will show signs of psychological distress

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are not part of the overt cultural foundations of these organisations; if they are, they may be judged to be acting illegally and would certainly damage their reputation.

Subtle signals can also become ‘the force’ that results in the cultural foundations not being displayed in the ways intended. ‘The force’ is often exposed by outsiders who cannot understand

The victims of abuse are often seen as the cause of the abuse. This is a symptom of controller behaviour, worthy of investigation.

why controllers behave towards their staff within a culture that has foundations based on virtuous intent in relation to the wellbeing of employees. The disconnection between the foundations and the display will be often attributed to ‘the forces’ that operate

within organisations. The introduction to this paper provides generalised examples of the impact of subtle signals being condoned within cultures, the cultural foundations of which are based on virtuous intent for the health and wellbeing of employees, perhaps exemplified by the provision of Occupational Health services and Employee Assistance Programmes. Frequently, the victims of abusive behaviour are considered to be the cause of the abuse; this is frequently a symptom of controller’s behaviour not being counter-acted or challenged effectively and worthy of investigation. It is rare to find the victim of abusive behaviour being the cause of the abuse.

Sub-cultures

Professional sub-culture

In some organisations, the Police Force for example, we expect every policeman, and civilian workers perhaps, to display the cultural values associated with the Police. In organisations that employs several professional groups (doctors, nurses, social worker, accountants, scientists and so on) a complication arises. Individual professionals adopt the cultural characteristics of their professional group and act according to those characteristics. Unless the foundations of the professional culture are the same as those of their employing organisations, there will be occasions when conflicts arise. An example is the conflicts that can occur between nurses focusing on individual needs, whilst the hospital in which they work focusing on the collective needs of all patients together with the needs of background staff. These differences give rise to different behaviours. It is this conflict of cultural foundations that may also give rise to the abusive situations described in the introduction, where the controllers of the hospital display behaviours supporting a different cultural foundation to that of the professional group or individual employee.

Leadership and management sub-culture

A further complication is the role that leaders and managers adopt. If the foundations of a culture are interpreted by leaders and managers in a particular way, the likely effect will be for the subordinate managers to copy the display of behaviour that the leaders show, not the behaviours that the cultural foundations may suggest. Leaders also sometimes become involved in the recruitment of subordinate

Sub-cultures are organisations with their own cultural foundations and display of behaviours. If these differ significantly to those of the host organisation, there will be conflict giving rise to psychological distress

managers. The recruitment of subordinates is more likely to match the leadership cultural foundations than those of the organisation, unless, of course, the two coincide.

Staff sub-culture

Where two or more staff work together for a common purpose they create an organisation. They, therefore, have the characteristics that include cultural foundations and display of behaviours. Where staff work harmoniously together it may be assumed that there are common values and display of behaviours, and these may reflect the employing organisation's cultural foundations. Where staff are not working harmoniously and groups of staff are brought together with a common purpose of discontent, then the cultural foundations may be missing or substituted by a culture of discontent displayed by behaviours of negativity. The controllers of such groups may not display the behaviours related to the cultural foundations of the employing organisation but of the group, or sub-organisation.

Reality and myth (the use of fig leaves)

Some organisations have cultural foundations described overtly in terms of mission statements and values with virtuous intent. Sometimes the display of the cultural foundations is expressed in

Some organisations are so uninterested in wellbeing and performance they abdicate their responsibilities for this to staff support services

terms of the support services they provide and not in the display of behaviours by controllers. For example Occupational Health services, Employee Assistance Programmes and counselling services are promoted as good practice in supporting the wellbeing of the workforce. Organisations that 'value our staff' do so by providing good working conditions, benefits, support

services, whilst not addressing the behaviours that lead to the psychological distress that contributes to the high levels of sickness absence and staff turnover. Currently the top 100 Companies to Work For have about 43% of their list with staff turnover over 16% with 7% of companies over 35% staff turnover. A turnover of 5% of the workforce might be viewed as a high performing organisation.

The working cultures of some organisations, therefore, contrast sharply with the image projected by mission statements, constitutions, staff benefits and the provision of staff support services.

The significance of personal choice, personal values, the psychological contract, commitment, trust and engagement in organisations.

Organisations are formed of people. They are normally formed of people who physically interact with each other.

In these organisations the level of personal performance, and consequently corporate performance, is influenced by the extent to which people can exercise personal choice, mirror their personal with corporate values, maintain a strong psychological contract, build commitment, have trust in their controllers and remain engaged with the organisation.

Individuals respond positively to being able to exercise personal discretion and freedom of choice. Within an organisational context there are limits placed on discretion and individual choice. Where little or no discretion and freedom of choice is available, individuals lose personal control, and severe cases can lead to psychological distress. Where individual discretion and freedom of choice is encouraged, individual performance is improved and sustained.

Most individuals develop personal values of virtuous intent that inform their judgments about events, approaches and behaviours. We can tolerate breaches of personal values in situations where the benefits to ourselves outweigh the dis-benefits. However, where personal values are breached on an ongoing basis and the breach turns into a gap between personal and corporate values, the situation can lead to psychological distress. Where personal and corporate values coincide, and the corporate values are displayed by the behaviours of the controllers, the result is improved and sustained performance. This applies equally to organisations with virtuous and sinister intent, for example, gangs with criminal intent.

The psychological contract is the idiosyncratic and unwritten contract between an employee and their employer, normally based on a personal sense of fairness. Personal values play a part in a psychological contract, and when the contract is broken, it can take months to repair. If the repaired contract is broken again and for a different reason, this may become a cause of sustained psychological distress. A strong psychological contract contributes to the building of trust, commitment and engagement, and leads to peak performance.

Building commitment, trust and engagement is central to wellbeing and performance. Wellbeing and performance is central to corporate success

People who build commitment and trust between themselves and their employing organisation will develop strong attachment and engagement with the organisation. Commitment and trust is built around strong mutually beneficial relationships between controllers and employees. There are some specific controller behaviours that lead to trust, the most significant being attentiveness to the employee, and consistency in behaviour.

There are, also, processes that build commitment, for example, appropriate remuneration, job security, performance appraisal, job challenges, and training. In addition, openness and team working can lead to commitment.

The features described above are a mixture of processes and behaviours. For the processes to achieve commitment, the interaction between the controller and employee needs to display behaviours that encourage trust. The processes of openness and team working require a display of behaviours that demonstrates empathy, encouragement, honesty and integrity.

The significance of these human characteristics relates to the subtle signals that people display in their behaviours towards each other. If the cultural foundations are built around commitment, trust and engagement (i.e. virtuous intent) the display will include the behaviours described above.

Changing a culture

Changing a culture from, for example, a laissez-faire to a Positive Work Culture will normally require the psychological characteristics described in this paper to be applied from scratch. This is because cultures become entrenched and embedded into ways of working. Changing these requires a determined effort. An approach is to think in terms of building a 'new' organisation.

Two strategies of change are available – the strategy of conviction and the strategy of imposition. Changing to a Positive Work Culture will appeal to individual values. Because of this, a strategy of imposition combined with rational arguments for virtuous intent will have a positive impact and bring about change quickly and effectively.

Such an approach requires a commitment to cultural foundations of virtuous intent and displays of behaviour that reflects these. This may only be possible with new leadership that embraces these commitments, who recruit controllers committed to displaying behaviours that support virtuous intentions.

This doesn't rule out the training of leaders and controllers in the features and characteristics of a Positive Work Culture that follows. It does mean, however, that top leadership needs to become the champions of a Positive Work Culture for change to be effective.

A Positive Work Culture

A Positive Work Culture is one that provides the foundation of virtuous intent, commitment and trust within which the subtle signals of personal interaction are displayed reinforcing these foundations. Without reinforcement the culture defaults to the ordinary, with the consequences described earlier.

Building a Positive Work Culture requires attention to be paid to the principal cultural foundations of the organisation – the purpose, the structure, the processes and the behaviours of the controllers. If these are built to a specification of virtuous intent, values, psychological contract, trust and commitment, then employee engagement is almost assured. This results in high levels of wellbeing and performance of staff and the organisation.

18 rules of a Positive Work Culture

The cultural foundations need to consider each of the following features in terms that generate trust and commitment between all staff and their organisation – business, service, department, team and other groups of people with a common purpose.

Purpose

Rule 1 - The purpose of the organisation needs expression as 'a big idea' – a simple expression of purpose that is easily understood, and which staff can engage with. The approach is akin to developing a brand, where the brand represents the purpose, and ultimately, the associated culture of the organisation.

Structures

Rule 2 - The architecture of the organisation is a map setting out the relationships between parts of the organisation. All the evidence shows that structures that are as flat as possible are more likely to build commitment and trust, as decisions are more likely to be made by those who are affected by the decision., and are, therefore, more likely to be committed to the decision.

In large organisations, the approach should consider building smaller sub-organisations that are linked by common cultural foundations, policies and processes.

Processes

There are some specific rules that help to build a cultural foundation that promotes trust and commitment. They are:

Rule 3– ensure staff are correctly trained to be competent at the work they are expected to perform

Rule 4 – ensure staff are able to develop their skills, knowledge and experience.

Rule 4 – ensure that the recruitment process includes the recognition that there are always at least two expectations about a job – the expectation of the applicant and the expectation of the person with the vacancy. A successful recruitment process matches these expectations. Recruitment is a showcase of the organisation as a whole, and the processes should include ensuring that all candidates leave the process wishing they could join the organisation. The process should also ensure that candidates are thoroughly examined as to their behaviours as well as their skills, knowledge and experience.

Rule 6 – ensure that pay is fair for the expectations of the job. Employees always have a sense of what is fair, and this should be explored.

Rule 7 – ensure that each job contains challenges. Staff respond positively to challenges that stretch them, as challenges indicate their value to the organisation. Ensure that the challenges produce pressure, but do not continue into strain or stress, as this has the effect of de-valuing the individual.

Rule 8 – ensure that staff work in teams. Teams should be properly constructed of complementary skills, knowledge and experience, where the whole is greater than the sums of the parts, and controlled to ensure they are groups which encourage constructive criticism and where opinions can be expressed without fear of humiliation.

Rule 9 – ensure that communication is always two way, not broadcasts, where the opinion of the recipients of information are encouraged to respond, and the response is replied to. Communicating information not relevant to the recipient should be avoided. Communication should, as far as possible, be personally focused, as though engaging in a conversation.

Rule 10 – ensure that staff are involved in the decision making of the organisation, and feel as though they partly ‘own’ the organisation.

Rule 11 – ensure that there is consistency in appraising performance on a regular basis, as part of the bloodstream of controlling the organisation. Performance appraisal is always a discussion with, at least, two points of view. All points of view need to be considered.

Rule 12 – ensure that staff have opportunities for career development, if possible within the same organisation, or on secondment elsewhere. The aim is to demonstrate the value to the organisation of the individual, and to nurture the individual to realise his/her potential.

Rule 13 – ensure that staff are able to complete their assignments or projects without interruption, diversion or repetition. This will demonstrate that their work is secure for the duration of their assignment.

Rule 14 – ensure that controllers provide consistent encouragement to staff.

Rule 15 – ensure that staff are encouraged to be open in offering their opinions, ideas and concerns, without any sense of humiliation or fear of adverse reactions from controllers.

Rule 16 – ensure that the organisation responds positively to domestic crisis.

Behaviours

The cultural display will be the behaviours of controllers and the attitudes of staff that need to be focused always on building and sustaining commitment and trust between them. The behaviours will be those that apply the cultural foundations in all aspects of organisational life.

Controllers

Rule 17 - The following personal characteristics of controllers need to be developed and applied in interactions with staff.

- The demonstration of genuine attentiveness to others.
- Trustworthiness
- The demonstration of wisdom
- Assertiveness
- Intelligence with intellectual flexibility
- A sense of humour
- The demonstration of passion for the work of the organisation and the work of staff.
- The demonstration of meeting individual needs as they arise
- The demonstration of nurturing staff to realise their potential.
- The demonstration of skills to resolve conflicts

Behaviours in interactions between controllers and staff

Rule 18 - The personal characteristics of controllers need to be displayed in their behaviour and subtle signals towards staff in all interactions. The following behaviours are those that build and sustain trust and commitment, which results in engagement, wellbeing and performance of individuals, and consequently, the organisation.

- Attentiveness
 - Politeness
 - Courtesy

- Personal communication
- Body language
- Empathy
- Addressing needs
- Intellectual flexibility
 - Emotional intelligence
 - Negotiating skills
 - Sharing
- Reliability
 - Honesty
 - Clarity
 - Fairness
 - Humility
- Encouraging contribution

The results of a Positive Work Culture

The application of the cultural foundations and the display of behaviours will result in organisations that have the following characteristics:

A clear, unambiguous purpose, expressed as a simple 'big idea', an idea which all staff relate to closely, and are proud to discuss with friends and colleagues.

An atmosphere of confidence, where all the staff are interested in each other, support each other, and project this confidence towards clients and customers.

Staff who behave respectfully towards each other, value each other's views and opinions, work in teams which are places of mutual support, where anything is debated without a hint of humiliation, where the critique of the individual and team work is welcomed, discussed and where lessons are learnt and implemented.

Staff who 'go the extra mile' by providing unsolicited ideas, thoughts, stimulus to each other, and where their interests in their customers and clients offers something that is more than expected, beyond courtesy, and beyond service, offering attentiveness and personal interest.

Challenges for their staff, that provide opportunities for personal development through new experiences, and which treat everyone with fairness and understanding.

Staff who are personally driven towards organisational and personal success – intellectually, financially, socially and emotionally.

Implementing a Positive Work Culture

The starting point is for leaders and controllers to listen to their staff. This is achieved in several ways. The most effective is for individual controllers to engage with their staff in focus groups, meetings and learning sets to listen to what they have to say about their work and the

organisation in which they work. In return, controllers need to discuss their own concerns and ideas, so that staff understands fully their perspectives on working lives.

Staff representative organisations should be encouraged to engage with leaders and controllers in critically appraising the working lives of staff and offering ideas that will lead to a Positive Work Culture.

At the same time a staff survey, designed to encourage revealing information about working lives, should be undertaken. The results need to be shared, and actions on the results implemented. Staff surveys must be promoted with genuine interest by controllers. Until trust and commitment is established between staff and their organisation it should be expected that staff will want a staff survey to be completed anonymously.

Leaders and controllers, at all levels, need to be committed to reviewing and changing, as necessary, the cultural foundations to embed a Positive Work Culture based on wellbeing and performance.

Leaders and controllers should review the processes required to build a Positive Work Culture and make the necessary changes within their organisations.

The leaders and controllers will require training and development in building a Positive Work Culture.

Training and development should adopt a triple loop learning strategy that combines the introduction and training in behaviours with their application in practice. This cycle of training typically involves workshops with learning sets and specific action plans that are reviewed and reinforced in a continuous cycle over an extended period of time, until a Positive Work Culture is embedded in the organisation.

Regular training sessions between controllers and staff should be instigated where the cultural foundations are reinforced, and any concerns raised and resolved. A typical example is a weekly 15 minute session between controllers and staff on a specific topic relevant to the cultural foundations.

Return on investment

There will be improvements in wellbeing and performance. These may be measured using hard data relating to productivity, quality, profits and costs. Other data that are useful measurements include staff sickness absence and staff turnover rates.

In addition, organisations will gain benefits from:

- Staff satisfaction
- Customer/client satisfaction
- Fewer errors, delays and repeated activities
- Increased skill, knowledge and experience capacity
- Lower use of complaints, grievance, bullying, harassment and tribunal procedures.
- An increase in innovation and development of products and services.

- A greater resilience to change
- An increase in the energy, inspiration and quisitiveness of the workforce.
- Enhancement in the personal development of the workforce.
- A strengthening of personal standards.
- An increase in the wider contribution to the organisation from the workforce.
- An increase in the stability of the workforce

Conclusion

Organisations are controlled communities. In the face of increasing incidence of psychological distress amongst people at work there is a growing under-performance from organisations. This is largely due to the disconnection between the cultural foundations of organisations and the display of cultural behaviours.

The building and sustaining of a Positive Work Culture is a major step towards increasing wellbeing and performance of individuals and organisations. The steps to be taken become the bloodstream of organisations resulting in trust, commitment and engagement of staff to their organisation that produces a result of improved performance and higher quality of service.

The cultural foundations described here will enable controllers to display subtle signals that encourage and engage staff from different professional groups to work in harmony for relatively minor investment.

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November, 2009

Word count: 5202

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