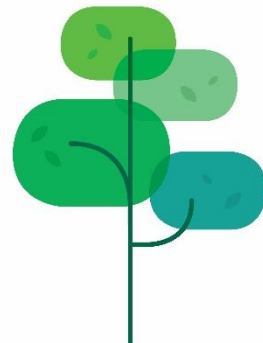


Organisational Development 2021

sft-tr.ODenquiries@nhs.net

Inspected and rated

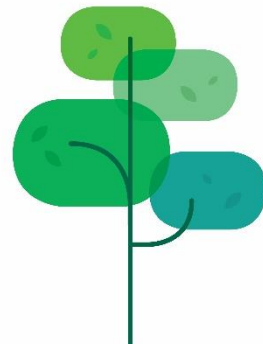
Good





A Compassionate and Inclusive Culture

Organisational Development:
Orientation Day 2021



Words to describe Compassion and Inclusivity?



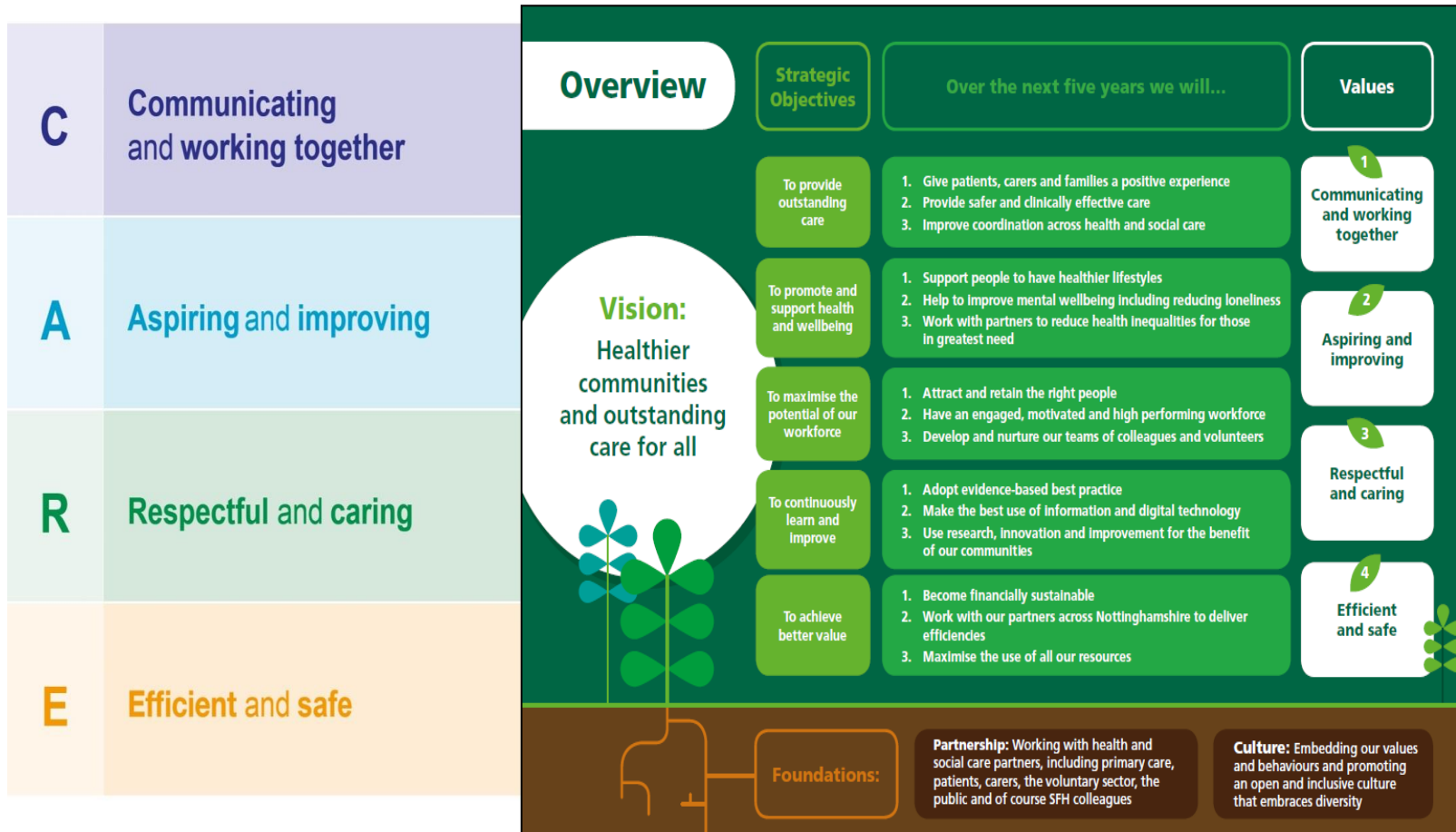
Ref: Outputs of Tweet-Chat
Sept 2019 NHS England, NHS
Improvement

What does a Compassionate & Inclusive Culture look like?



“If we engage with people, put people first, have meaningful and sincere conversations, while remaining frank, courageous and affirming we create a compassionate, kind and inclusive culture”

SFH Culture is underpinned by the CARE Values and Strategy



CARE values are well embedded at SFH

'a place where people want to work and be cared forAspiring and Improving'



CIVILITY AT SFH

What is Civility

- Treating others as you would want to be treated
- **Respect**
- Politeness
- **A willingness to engage in genuine communication**
- Intention to seek common ground
- **Good manners**
- Having a conversation starting with, "how are you today?"
- **Holding a door open**
- Listening
- **Behaviours which follow our CARE values:**
 - Communicating and working together
 - Aspiring and improving
 - Respectful and caring
 - Efficient and Safe

Why Be Civil

Civility fosters good relationships, builds trust and supports a compassionate and inclusive culture. This applies to everyone, even those people we do not particularly like. There really isn't any excuse for incivility.

Treating each other with respect matters because it is a requisite to communicating effectively and creating high functioning teams. *Ref. Michael West, Kings Fund*

#CivilitySavesLives #SFHCivility

What is Incivility

- Distracting, annoying, irritating behaviours
- **Eye rolling**
- Sarcasm
- **Taunting**
- Intimidation
- **Bullying**
- Aggressive behaviour
- Physical violence



Advice on calling out uncivil behaviour

WHAT SHOULD I DO?

Should it be you? Is that appropriate? Think! Why do you want to address the issue? Is it to hurt or heal? To punish or improve? Your motivation needs to be positive

WHEN

Soon after the event, not necessarily in the moment unless safety is being compromised. Soon enough that it can make sense and have a reasonable chance of being remembered.

WHERE TO CALL IT OUT?

Somewhere the participant isn't going to feel humiliated. The rule of thumb is: *'Praise in public, feedback in private'*

HOW

Underpin the conversation with respect and compassion - ask, don't tell. Hear their side first.

If you experience incivility or witness it, you should feel empowered to call it out. However, we recognise that this isn't always an easy thing to do and the Trust has a process in place in which you can escalate this or get support to do so:

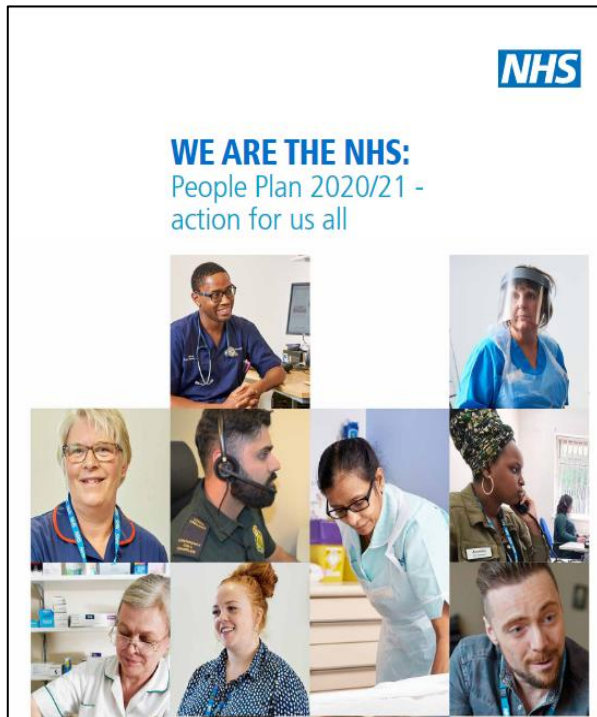
THE PROCESS OF ESCALATION SHOULD BE:

1. Line Manager
2. Their Line Manager (if no resolution)
3. HR Operational Teams

Freedom to Speak Up Champions and/or Guardian can be contacted at any time



Why address Civility and Respect at SFH?



The **NHS People Plan 2020/21** sets out a vision and a comprehensive set of actions to support transformation across the whole NHS. To improve the workplace experience for all people working in NHS organisations and help us to grow and retain our workforce.

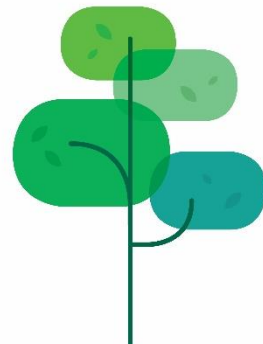
- SFH Civility programme is aligned to NHS People plan's two key themes: 'Looking after our people' and 'Belonging in the NHS'.
- SFH are committed to tackling bullying, harassment and incivility and improving workplace culture with a 'top down' approach.
- Raising awareness of the damaging impact of incivility, bullying and harassment among everyone working at SFH and how it can affect staff and patient care.
- We want all staff to understand what is reasonable behaviour in the workplace and to be aware of how to report situations, including to the FTSUG where required and to feel confident and supported to do so.

Definition

Chat box/discussion

Civility is the act of showing regard for others by being polite, like the civility you showed in speaking kindly to someone who has hurt your feelings. ... When you show civility, you use kindness and good manners. You are respectful, even if you do not like that person very much

Ref: Cambridge Dictionary



SIGNS & SYMPTOMS OF INCIVILITY

The Incivility Continuum

Negative Behaviors

- Rude Comments
- Insensitive actions
- Unintentional slights
- Complaining
- Gossiping
- Cultural bias
- Crude jokes
- Profanity

Verbal Aggression

- Yelling
- Belittling comments
- Intimidation
- Threats
- Discriminatory remarks
- Cursing at someone
- Humiliation

Physical/Sexual Aggression

- Assault
- Battery
- Throwing objects
- Violent outbursts
- Inappropriate touching
- Harassment

What happens when incivility occurs?



I am the recipient

- 80% lost time worrying
- 78% reduced commitment to work
- 63% lose time avoiding the offender
- 48% reduce time at work
- 38% reduce quality of their work
- 25% take it out on patients
- 12% leave the Organisation

I am staff on-looking

- 20% decrease in my performance
- 50% reduction in willingness to help others

I am the patient

- 75% less enthusiasm for the Organisation
- 66% feel anxious dealing with the staff

Costs to the NHS

Toxic behaviour costs the NHS more than £2bn a year.³

If bullied NHS workers left their jobs, it would mean a loss of 42,681 staff.³

The cost of replacing those staff would be £231.9m.³

Sickness presenteeism due to bullying costs £604.4m a year.³

Staff Engagement

Staff told us what should be included in the **CARE Values and the Strategy**.

- Focus groups, engagement events and surveys, Board interviews

The **National Staff Survey** is another way to tell us what you think.

- Important to complete
- It is anonymous
- Results inform our culture

The **Friends & Family Test** asks 2 questions of you:

- Anonymous results inform our culture



Events and Initiatives



SEASONAL KINDNESS EVENTS #bekind



Meet new colleagues over a coffee

Randomised Coffee Trials (RCTs)

FAQs

The Randomised Coffee Trial (RCTs) gives you an opportunity to interact informally with your colleagues over a cuppa. You'll be paired with a colleague you haven't met before or someone you normally have little interaction with. It's a chance for 2-way interaction and a chat about anything you wish to talk about: home, work, career, aspirations, challenges, dreams.

The RCT is based on sound evidence. By interacting in this way we help to break down silos, connect and learn from each other and support our Health and Wellbeing*

*<https://nshorizons.passie.net/post/102euma/how-a-cup-of-coffee-can-lead-to-positive-change>

#SFHRCT



“I often hear colleagues quoting our care values to each other. We are all human and we all make mistakes but don’t be the person who quotes adherence to the values to another person, without thinking about your own behaviours first. The only person you can truly control is yourself, so please have think before you speak and act. We all impact on each other far more than we think.”



“Be kind, have fun, be confident, work together and we will get there”.

Richard Mitchell, CEO 2019

Reflect on your day...

- “Did I live the CARE Values?”
- “Was I civil?”
- “Was I kind”?
- Have I been supportive to others and myself?
- “What can I do differently tomorrow”?
- How can I support my colleagues to live the CARE Values, be civil and be kind?

**EVERY INTERACTION IMPACTS ON
YOUR COLLEAGUES & ULTIMATELY ON
THE QUALITY OF CARE WE GIVE TO
OUR PATIENTS**

