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NHS
Sherwood Forest Hospitals
NHS Foundation Trust

Respect and CIVILITY

A guide for *#TeamSFH* managers and teams on respect and civility at Sherwood

FIND YOUR WAY THROUGH THIS **GUIDE**

Please use this guide as a handy reference for you and your colleagues. You do not need to read it cover to cover; please use it as and when you need it, or when you need to refer to it. Use this contents page to take you to the section you feel is most relevant to you, your situation or your team.

WHAT IS **CIVILITY?**

"Civility is the act of showing regard for others by being polite, like the civility you show 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."

Cambridge Dictionary

WHAT IS SHERWOOD'S **CIVILITY AND RESPECT PROGRAMME?**

Our civility programme is aligned to two very important key documents: the **NHS People Plan** and the **NHS People Promise.**

WE ARE THE NHS: People Plan 2020/21

Civility, bullying and harassment are the key areas which the **NHS Long Term Plan** recognises must be reduced if the NHS is to achieve its aim of being an employer of excellence.

Our aim is to create a culture where colleagues feel supported, valued and respected for what they do, and the values we seek to demonstrate to our patients, including kindness, compassion and professionalism, are the same values we show to each other. The People Plan places a compassionate and inclusive culture at the very heart of the NHS.

The People Plan stipulates that all NHS employees are responsible for tackling incivility, bullying and harassment and emphasises the importance of creating a civil and respectful culture.

**Click here to view the People Plan.**

Our NHS People Promise

The NHS People Promise is a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone.

The themes and words that make up Our People Promise have come from those who work in the NHS. People in different healthcare roles and organisations have made it clear what matters most to them, and what would make the greatest difference in improving their experience in the workplace.

For many, some parts of the Promise will already match their current experience. For others, it may still feel out of reach. We must all pledge to work together to make these ambitions a reality for all of us by 2024.

Click here to view the NHS People Promise.
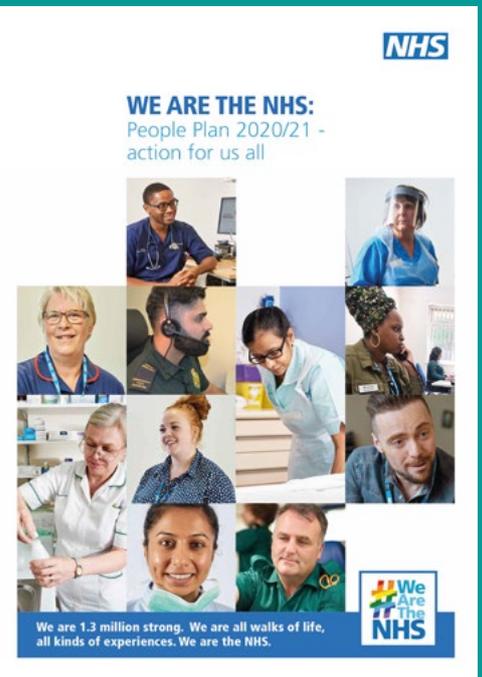
OUR PROMISE ALIGNS WITH OUR CARE VALUES

We are committed to tackling bullying, harassment and incivility at work by improving workplace culture. This means that:

1. We are raising awareness of the damaging impact of incivility, bullying and harassment amongst everyone working at Sherwood, and how it can **negatively** impact on our colleagues' wellbeing and patient care.

2. We want all colleagues to understand what reasonable and acceptable behaviour in the workplace is, and to be aware of how to report situations and to feel confident and supported to do so.

3. Our leaders, managers and supervisors will role model the behaviours we expect all of our colleagues to demonstrate.

4. We engage with colleagues: we listen, we hear and we act. Only by doing these things can we develop and sustain a compassionate and inclusive culture in line with our CARE Values.

Click here to read more about our CARE values.

We want to build on our great culture of compassion and inclusion, and this booklet aims to raise awareness of what civility is, how to address incivility if witnessed or experienced, and how to obtain support to address incivility.

As part of our promise to address negative workplace behaviours that range from incivility through to bullying, we consider different approaches for different levels of behaviour. We aim to establish expected behaviour standards to continue to sustain our culture of civility and respect.
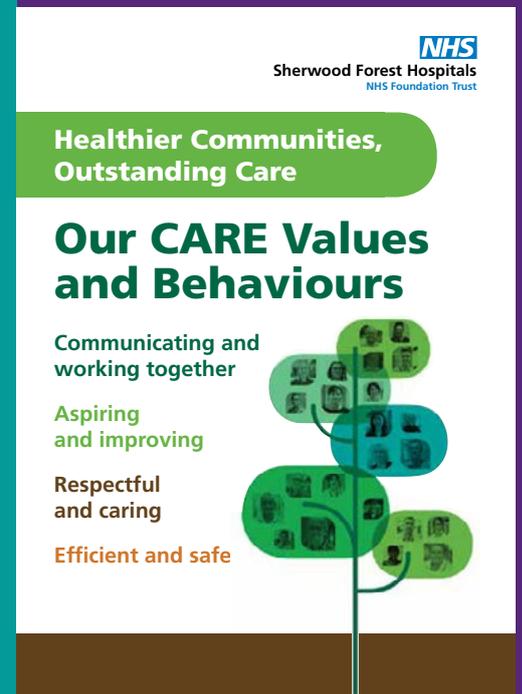
WHAT IS INCIVILITY?

When we talk about incivility and disrespect, we are talking about a range of behaviours that consists of overt rude or unkind behaviour, micro-behaviours and attitude. For example, tone of voice, raised voice, rolling eyes, tutting, sharp comments, being overly critical, as well as covert behaviours including gossiping, undermining and excluding individuals.

WHAT IS BULLYING AND HARASSMENT?

The Advisory, Conciliation and Arbitration Service (ACAS) definition of bullying is

"…any unwanted behaviour that makes someone feel intimidated, degraded, humiliated or offended. It is not necessarily always obvious or apparent to others and may happen in the workplace without an employer's awareness. It can be between two individuals or it may involve groups of people. It might be obvious or it might be insidious. It may be persistent or an isolated incident. It can also occur in written communications, by phone or through email, not just face-to-face."

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Healthier Communities, Outstanding Care

Our CARE Values and Behaviours

Communicating and working together

Aspiring and improving

Respectful and caring

Efficient and safe

Our **CARE** Values were developed through engagement with colleagues, patients, service users and volunteers.

Our vision and values set out our ambition to provide outstanding care to the people we serve and each other. They are the foundation for the way we work and interact, creating positive behaviours and promoting an open and inclusive culture that embraces diversity within our organisation.

Our CARE Values
C Communicating and working together
A Aspiring and improving
R Respectful and caring
E Efficient and safe

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THE **IMPACT OF INCIVILITY** ON INDIVIDUALS AND SHERWOOD

Research shows that nationally 98% of colleagues have experienced incivility in the workplace.
NHS England, 2020

What happens when someone is rude?

Witnesses' Experience

Service Users' Experience

80% of recipients lose time worrying about the rudeness.

38% reduce the quality of their work

48% reduce their time at work

25% take it out on service users

20% decrease in performance

50% decrease in willingness to help others

75% less enthusiasm for the organisation

Incivility affects more than just the recipient - It affects everyone

You can learn more about this data, the impact of incivility on individuals if they experience or witness incivility, and the impact on the organisation by accessing the **SFH Toolbox Talk.** Other supporting evidence is shown on the last page of this booklet.

THE **IMPACT OF INCIVILITY** ON INDIVIDUALS AND SHERWOOD

This infographic, developed by the NHS Staff Council's Health, Safety and Wellbeing Partnership Group, provides a range of up-to-date key statistics about the impact of bullying on workforce wellbeing. To view the full document, please visit **NHS Employers**.

Tackling bullying & harassment
in the NHS

19% of staff experienced bullying or harassment in the last year from colleagues.[1]

13% of staff experienced bullying or harassment in the last year from their manager.[1]

98% of staff experienced incivility in the workplace.[4]

Staff who see incivility have a **20%** decrease in their performance and a **50%** decrease in wanting to help others.[5]

Disproportionate impact

> BME staff are more likely to experience bullying or harassment.[1]

> 26.6% of disabled staff reported bullying or harassment in the last year.[1]

> Bisexual and gay staff are more likely to experience bullying or harassment than heterosexual staff.[1]

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]

What is the impact?

On the organisation
- Greater risk of human error[2]
- Poorer patient care
- Reduced productivity
- Low morale
- Increased absenteeism
- Reduced teamwork[4]

On the individual
- Anxiety and depression
- Disengagement and isolation
- Reduced confidence[4]
- Take the feelings home with you[4]

What can my organisation do?

Create policies to develop and promote a positive culture. ✓

Appoint a leader to work with your freedom to speak up guardian. ✓

Monitor organisational data to identify patterns to target interventions.[6] ✓

What can my manager do?

Identify early warning signs and challenge inappropriate behaviours. ✓

Respond quickly to complaints and issues. ✓

Engage and involve trade unions colleagues.[7] ✓

Provide training on inappropriate behaviour and its impact.[6] ✓

What can I do?

Ask the individual to stop. ✓

Speak to your manager, senior colleague and/or union rep. ✓

Keep a record of the incidents. ✓

Speak up when you see staff treated unkindly. ✓

Report the incident to your freedom to speak up guardian. ✓

1. NHS Staff Survey, 2018
2. Workplace bullying in emergency nursing: Development of a grounded theory using situational analysis. (Wolf et al., 2017) Bullying in the Healthcare industry (Dalton, 2016)
3. The price of fear: Estimating the financial cost of bullying and harassment to the NHS in England (Kline and Lewis, 2018)
4. Make or Break: Incivility in the workplace ESTH 2019, https://www.youtube.com/watch?v=STEDatTYMkE
5. Evidence synthesis on the occurrence, causes, consequences, prevention and management of bullying and harassing behaviours to inform decision-making in the NHS, Illing et al, (February 2013).
6. Creating a culture of civility, compassion and respect in the NHS, 2018, Social Partnership Forum

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@nhsemployers

THE NHS STAFF COUNCIL
WORKING IN PARTNERSHIP
HEALTH, SAFETY AND WELLBEING
PARTNERSHIP GROUP

NHS Employers
Part of the NHS Confederation

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SUPPORT AVAILABLE AT SHERWOOD FOREST HOSPITALS FOR YOU AND YOUR TEAM

We encourage everyone to 'call it out' and to address or escalate incidences of incivility, bullying and harassment, whether you witness or experience this indirectly.

There are routes to do this and support is available. The following section gives you a few tips and tools.

Further links to support mechanisms are given at the end of this booklet, including escalation routes such as your line manager, Freedom to Speak Up Guardian or Champions, your Human Resource Business Partners and staff side representatives.

Resources to support teams can be found on the **Organisational Development webpage**. Our Civility and Respect at Sherwood poster can be downloaded **here**, or by contacting **sfh-tr.odenquiries@nhs.net**.

The Cup of Coffee Approach

This is a model that can help you address unprofessional/disruptive behaviours at an early and informal level. The aim of the 'cup of coffee' conversation is an early discussion about a single concern or observation that lets the individual knows that negative/undesirable/unprofessional behaviour was observed.

Research has shown that most unprofessional behaviours in the workplace can be resolved at this level with a higher likelihood of success in changing the behaviour, than more formal approaches.

Ref: Vanderbilt University School of Medicine

Having the difficult conversation: Approaching the behaviour yourself

C Confront the behaviour

U Understand each other's position

D Define the problem

S Search for a solution

A Agree a way forward

Ref: Extract from GMC Training document

Something to consider if addressing yourself

WHO	WHEN	WHERE	HOW
Should it be you? (is this appropriate?)	Soon after the event, not necessarily in the moment, unless safety is being compromised.	Somewhere the participant isn't going to feel humiliated.	Underpin the conversation with respect and compassion – Ask, don't tell.
Is it to hurt or to heal? To punish or improve?	Soon enough that it can still make sense	Rule of thumb is: Praise in public, feedback in private.	Hear their side first. Be non-confrontational
Your motivation needs to be positive	Soon enough that it has a reasonable chance of being remembered	Over a coffee helps to take the heat out of a difficult conversation	Be the Role Model

Ref: Dr Chris Turner, Calling it Out with Compassion Workshop

SUPPORT AVAILABLE AT SHERWOOD FOREST HOSPITALS FOR YOU AND YOUR TEAM

It is everyone's responsibility

What is Sherwood doing?

- Creating policies to develop and promote a positive culture.
- Senior leaders and Executive Team support our Freedom to Speak Up agenda.
- We monitor organisational data to identify patterns to target interventions.

What can your manager do?

- Identify early warning signs and challenge inappropriate behaviours.
- Respond quickly to complaints and issues.
- Engage and involve trade union colleagues.
- Provide training on inappropriate behaviours and its impact.

What can you do?

- Ask the individual to stop.
- Speak to your manager, senior colleagues, HR Business Partner and/or union representative.
- Keep a record of the incidents.
- Speak up when you see colleagues being treated unkindly.
- Report the incident to your Freedom to Speak Up Guardian or Champions.

Ref: NHS England, 2021Ref: Vanderbilt University School of Medicine

WE ARE PROUD OF OUR CULTURE AT SHERWOOD FOREST HOSPITALS TRUST

"Our ambition is to live our CARE values demonstrated by the relationships we hold, the behaviours we choose and where leaders are inclusive and compassionate. Outstanding care can only come from a culture that is caring and respectful and where engagement, learning and continuous improvement is embraced.

Our culture is what makes Sherwood a great place to work and a great place to receive care."

Emma Challans, Director of Culture and Improvement

NATIONAL STAFF SURVEY

Our results shows how staff engagement has increased from 2016 to 2021. By listening to colleagues and responding in a positive way, we can continue to build on our compassionate and inclusive culture.

The NHS Staff Survey takes place annually, with regular 'pulse surveys' taking place throughout the year.

ADDITIONAL **SUPPORT AND CONTACTS**

Civility and Respect Toolbox Talk

This toolbox talk raises awareness of civility and how incivility can impact on individuals and Sherwood. It offers tips and advice on how to approach incivility and gives attendees an opportunity to discuss, openly and safely, their own experiences and expectations of civility at the Trust.

Equality, Diversity and Inclusion (EDI)

Ali Pearson is our EDI Lead.

Diversity is a fact of life; we can't change who we are but equality and inclusion are choices we make. Whether we choose to contribute to our colleagues having a sense of belonging here, or not, and whether or not we treat each other fairly and as equals. If we overlook our choices, people who we might identify as being different to ourselves, can be treated differently and sadly, this is usually less favourably.

A richly diverse workforce that treats each other well, with civility, kindness, support, and acceptance will thrive. This makes for a great work environment, but also an environment our patients and service users will feel comfortable in.
We have three established colleague networks that support our EDI agenda; Ethnic Minority, LGBTQ+ and WAND (disability). Our networks are crucial in supporting the Trust as a great place to belong.

If you would like more information on any aspect of our EDI work or want to join a colleague network, please contact **alison.pearson6@nhs.net** or call 07919 906945.

Human Resources

Resources Business Partner Teams can signpost you to the appropriate place to get support. If you have concerns about incivility in the workplace please contact **Sfh-tr.hrbpteam@nhs.net** or your business partner below.

Rachel Squirell **HR Business Partner** rachel.squire@NHS.net **Extn:** 3099 **Mobile:** 07917 245422	**Jaqueline Read** **HR Business Partner** jaqueline.read@NHS.net **Extn:** 3512 **Mobile:** 07884 091651	**Rajdeep Basra-Mann** **HR Business Partner** rajdeep.basra-mann @NHS.net **Extn:** 3099 **Mobile:** 07884 101439
Sarah Cooper **Assistant HRBP** sarah.cooper27@NHS.net **Extn:** 4008 **Mobile:** 07884 094163	**Sarah Reddish** **Assistant HRBP** sarah.reddish@NHS.net **Extn:** 3512 **Mobile:** 07884 092799	**Rhishana Edwards** **HR Advisor** rhishana.edwards@NHS.net **Extn:** 3264 **Mobile:** 07834 106915
• **Division of Surgery** • **Division of Women & Childrens** • **Estates & Facilities inc Medrest**	• **Division of Medicine** • **Division of Urgent & Emergency Care** • **NHIS** • **Flow Management**	• **Division of Diagnostics & Outpatients** • **Corporate areas**

FREEDOM TO SPEAK UP
LISTENING TO YOUR CONCERNS
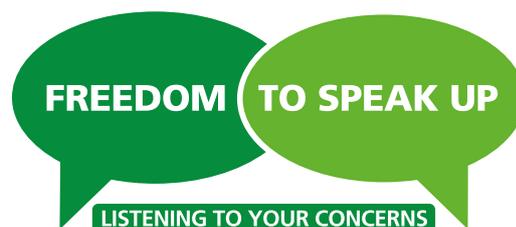
In order to provide excellent quality of care and patient safety, we need to promote a culture which is open and honest. The Freedom to Speak Up agenda is there to support colleagues to raise concerns.

Speaking Up fosters an environment which supports learning, moving forward and improving our service. For more information regarding speaking up or raising a concern, please access our 'Speaking Up' policy or contact the Freedom to Speak Up Guardian.

Kerry Bosworth is our current Freedom to Speak Up Guardian (as at July 2021) and Kerry can be contacted by telephone 01623 622515 extension 4559, on email **kerry.bosworth@nhs.net** or 07788 224490.

We are listening

Freedom to speak up champions
Kerry is supported by Freedom to Speak Up Champions across our hospital sites. These can be contacted **here**.

Speaking Up Policy
The Speaking Up policy can be accessed by **clicking here**.

Contacts
For Operational HR issues please contact **Operational HR**.

For Policies and Procedures, **click here**.

Colleagues may find appropriate support via our coaches and mentors. **Please click here**.

SFH Staff Side Leads
Angie Emmot - CSP Lead - Newark
Angie.emmott@nhs.net

Sharon Cook - Lead GMB Rep - 4032
Sharon.cook@nhs.net

Liz McCormack - Unite- 3950
Elizabeth.mcormack@nhs.net

Roz Norman - Unison- 3788
Roz.norman@nhs.net

ADDITIONAL SUPPORT AND CONTACTS

More tools and resources, evidence base

- **Estimating the cost of bullying and harassment calculator,** NHS England

- **Commissioning external consultants to review bullying and harassment in NHS organisations – A Briefing Paper**

- **GMC - Professional behaviours and patient safety programme**

- **Managing with kindness, civility and respect guide** – NHS People website
  - SPF's Creating a culture of civility compassion and respect
  - NHS Employers tackling bullying in the NHS
  - NHS Employers - Professionalism and Cultural

- **Transformation (PACT) toolkit**
  - Patient voices – bullying and harassment staff stories
  - Anti-bullying alliance – An Alliance Against Bullying,

- **Undermining and Harassment in the NHS**

- **Mersey Care NHS Foundation Trust** – Just and Restorative Culture modules

- **Epsom and St Hellier University Hospitals NHS Trust** – Make or break: Incivility in the workplace

- **London Ambulance Service** – Tackling Bullying and Harassment

- **Case Study Review Report** – Duncan Lewis

- **The Impact of Rudeness on Medical Team Performance**: A Randomized Trial - Arieh Riskin, Amir Erez, Trevor A. Foulk, Amir Kugelman, Ayala Gover, Irit Shoris, Kinneret S. Riskin, Peter A. Bamberger Pediatrics. September 2015, VOLUME 136 / ISSUE 3

- **The price of incivility**. Porath C, Pearson C. Harv Bus Rev. 2013 Jan-Feb;91(1-2):114-21, 146

- **Barbers of Civility**. Andrew S. Klein, MD, MBA; Pier M. Forni, PhD. Arch Surg. 2011;146(7):774-777. doi:10.1001/archsurg.2011.150

- **Patient safety in surgery**: non-technical aspects of safe surgical performance. George G Youngson and Rhona Flin. Patient Saf Surg. 2010; 4: 4.

- **Association of the nurse work environment with nurse incivility in hospitals**. Smith JG, Morin KH, Lake ET. J Nurs Manag. 2018 Mar;26(2):219-226. doi: 10.1111/jonm.12537. Epub 2017 Oct 9.

Who to contact for help

Counselling and other advice can be accessed via the **Trust's Vivup Scheme.**

The Trust offers a wide range of Health and Wellbeing support and advice **here.**

Useful contacts external to Sherwood

- **Civility Saves Lives**
- **Social Partnership Forum**
- **Freedom to Speak Up Guardians**
- **Antibullying Alliance**
- **Whistleblowers' Support Scheme**
- **The Point of Care Foundation**