Respect and Civility at Mersey Care NHS Foundation Trust

Amanda Oates, Executive Director of Workforce
Lois Newitt, HR Strategic Lead
A just culture accepts nobody’s account as “true” or “right” and others wrong … Instead it accepts the value of multiple perspectives, and uses them to encourage both accountability and learning.

Sidney Dekker
## From Retribution to Restoration

### Retribution
- Which rule is broken?
- Who did it?
- How bad is the breach?
- What should the consequences be?

### Restoration
- Who is hurt?
- What are their needs?
- Whose obligation is it to meet those?
- How do we involve the community?

### But its counterproductive...
- Learning, Team Review, Humanity
- Compassion, Forgiveness
- Understanding, Restoration
- Healing, Trust

### Goals of restoration
- Moral engagement
- Emotional healing
- Reintegration of practitioner
- Organisational learning
- Prevention
Respect & Civility Work Stream

*Who are we and what do we do… the Groups purpose:*

“to explore the reasons and impact of miscommunication and poor behaviour, empowering staff to challenge and change culture.”
Mersey Care’s Respect & Civility Infographic

WHAT HAPPENS WHEN SOMEONE IS RUDE?

WHEN SOMEONE IS RUDE TO A COLLEAGUE...

减少了61%该接受者的认知能力

COLLEAGUES ARE...

50%  更可能错过一个计算错误和减少他们的不愿意帮忙。

Our Just and Learning Culture Respect and Civility work stream is supporting ways in which we can all improve miscommunication and poor behaviour. We wish to empower staff to challenge and change our culture. Become part of the movement #IWILLSpeakUp

1. Is this the case? 2. Does it make a difference? How can we improve our staff experience performance on routine and

#IWILLSpeakUp #Civility

Lois Newitt @LoisNewitt  19/06/2019
Getting the Respect and Civility message
and our incivility banner out this morning
at Community Division Headquarters
(UDP). It’s a powerful message
the impact rudeness can have
individual. #IWILLSpeakUp #Civility
#Respect

Lee Taylor and 4 others

Lois Newitt @LoisNewitt  11/06/2019
Fantastic to see so many behind
the #IWILLSpeakUp campaign 👏👏
@Patrick1531724 @JustLynnMC
@Mersey_Care #Respect #Civility

Joe Rafferty @JR_Mers...  18/
Astonishing when you see the
the impact of incivility. Address:

Lee Taylor @speaktoolee  21h
Community Division SLT
@Mersey_Care supporting the pledge
to speak up as part of Respect and
Civility workstream. Great discussion
and ownership of this today 🎯
#IWILLSpeakup @LoisNewitt
@MattinsonTrish
@Karina_W_S @AllanRimmer2
@AshesNicola @Bunjumini
@SuzanneHunter29

#IWILLSpeakUp #Civility

S Newitt @LoisNewitt  20h
That’s the photo of you all. Good to see you

Lois Newitt @LoisNewitt  11/06/2019

#IWILLSpeakUp @Mersey_Care great
presentation from @amandajoyoates
about Respect and Civility Programme @JustLynnMC so
important to support staff

#IWILLSpeakUp #Civility

#IWILLSpeakUp #Civility

#IWILLSpeakUp #Civility
#IWillSpeakUp and this year this goes further to
#IWillListenUp, #IWillFollowUp
RESPECT AND CIVILITY
in our Just and Learning Culture

We want to empower staff to challenge miscommunication, reduce hurt and always choose civility and a positive culture.

This tool describes some of the characteristics of positive and negative actions and can be used in discussions about behavioural change.

OPPORTUNITY TO GROW
- Supporting colleagues with professional development
- Timely approval and signoff of payments
- Encouraging colleagues to progress

SUPPORT
- Signposting to appropriate supportive interventions
- Providing constructive feedback
- Setting realistic targets
- Positive coaching and mentoring

NURTURING PSYCHOLOGICAL SAFETY
- Instilling confidence and trust
- Colleague compassion
- Supporting culture and working relationships
- Positive body language

EFFECTIVE SUPERVISION
- Empowering behaviour
- Recognising contribution and achievements
- Sharing relevant information
- Respecting professional roles
- Fair and equal distribution of work and opportunity

DO YOU? HAVE YOU SEEN? HAVE YOU EXPERIENCED?

ACTS OF KINDNESS
- Creating harmony for staff to flourish
- Looking out for others
- ‘Nipping in the bud’ and signposting to support

EMOTIONAL INTELLIGENCE
- Ask how they feel, put yourself in their shoes
- Pause for thought
- Positively reflect and act
- Be more self aware

INCLUSIVENESS
- Ask staff how they are, do something with the response
- Invite colleagues to meetings and gatherings
- Actively listen and ensure everyone is heard

DIGNITY
- Praise, recognise and support others
- Include, acknowledge and respect
- Be courteous and polite
- Humour can be warm, use it the right way

#IWillSpeakUp

This year's BHAG: Zero acceptance of racism, discrimination and disrespectful behaviours
RESPECT AND CIVILITY
in our Just and Learning Culture

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PRESSURE AND FEAR
- Instilling fear
- Verbal aggression
- Physical aggression
- Inappropriate management
- Ill chosen body language

THREATS
- Unfair warning
- Unreasonable demands and/or consequences
- Unreasonable challenges upon clinical reasoning

FINANCIAL SANCTIONS
- Threats of down banding and dismissal
- Withholding/delaying payment – eg, car mileage
- Threat to provide a poor reference

INDIGNITY
- Belittled and undermined – individually or publically
- Silent Treatments
- Humiliation
- Disrespect
- Targeted (when already vulnerable)

OSTRACISING
- Exclude colleagues from meetings and social gatherings
- Ignoring colleagues ‘blanking’
- Excluding from relevant communications
- Move to another promises without due process or consideration

MINIMISE BEHAVIOUR
- Make light of negative behaviour (‘that’s your perception’)
- Saying you are being oversensitive

EXTREME DELIBERATE ACTS
- Creating conflict with colleagues to incite
- ‘Ganging’ up
- Bringing in others as bullying allies with perceived power

DO YOU?
HAVE YOU SEEN?
HAVE YOU EXPERIENCED?

#IWillSpeakUp
Our Respect and Civility Booklet

The Group has produced the Respect and Civility Booklet and this is available both as a hard copy and electronically via the Respect and Civility section of the intranet.

This is a one-stop-shop for all things Respect and Civility including our commitment, our work, FAQ, how to speak up if you wish to speak up, our Jigsaw and the impact that incivility can have on patient delivery.

The Trust took the decision to replace the Dignity at Work Policy and the Early Resolution Policy with a combined Respect, Civility and Resolution Policy amalgamating both aspects. Since introduction of the Respect and Civility Group three years ago the Trust has seen a 71% reduction in Dignity at Work Cases.
Respect and Civility Impact

As a Trust and the Respect and Civility Group we are especially proud of the #IWillSpeakUp campaign, which encourages bystanders to feel supported to ‘speak up’ if they see poor behaviour. This campaign has had a direct correlation on our staff survey results by ranking us in the top 2 in the country the last two years and better than national average for the question below.

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<td>13d - The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?</td>
<td>High Good</td>
<td>66.8%</td>
<td>68.8%</td>
<td>2</td>
<td>Better than National Average</td>
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*Out of 220 Trusts
Investigations and Suspension

- Investigation have decreased by 79% from 2016
- Suspensions have decreased by 86% from 2016

At the same time the Trust has increased its workforce by 135%
Respect and Civility – our eLearning Module with the ZSA

We have developed and produced the fourth instalment of our Restorative Just and Learning eLearning modules specifically on all things Respect and Civility. Supporting by the Zero Suicide Alliance the package is available both internally and externally from the Trust (as with previous ones).

The training package highlights the importance of behaviours to equip staff with the necessary confidence and tools to speak up if they witness something they think is not right #IWillSpeakUp.

The training gives examples of best practices, which will hopefully reinforce areas staff are already doing well in.
