

Respect and Civility at Mersey Care NHS Foundation Trust

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What is a Just Culture

A Just Culture

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?

But its counterproductive...

Learning, Team
Review , Humanity
Compassion, Forgiveness
Understanding, Restoration
Healing , Trust

Restoration

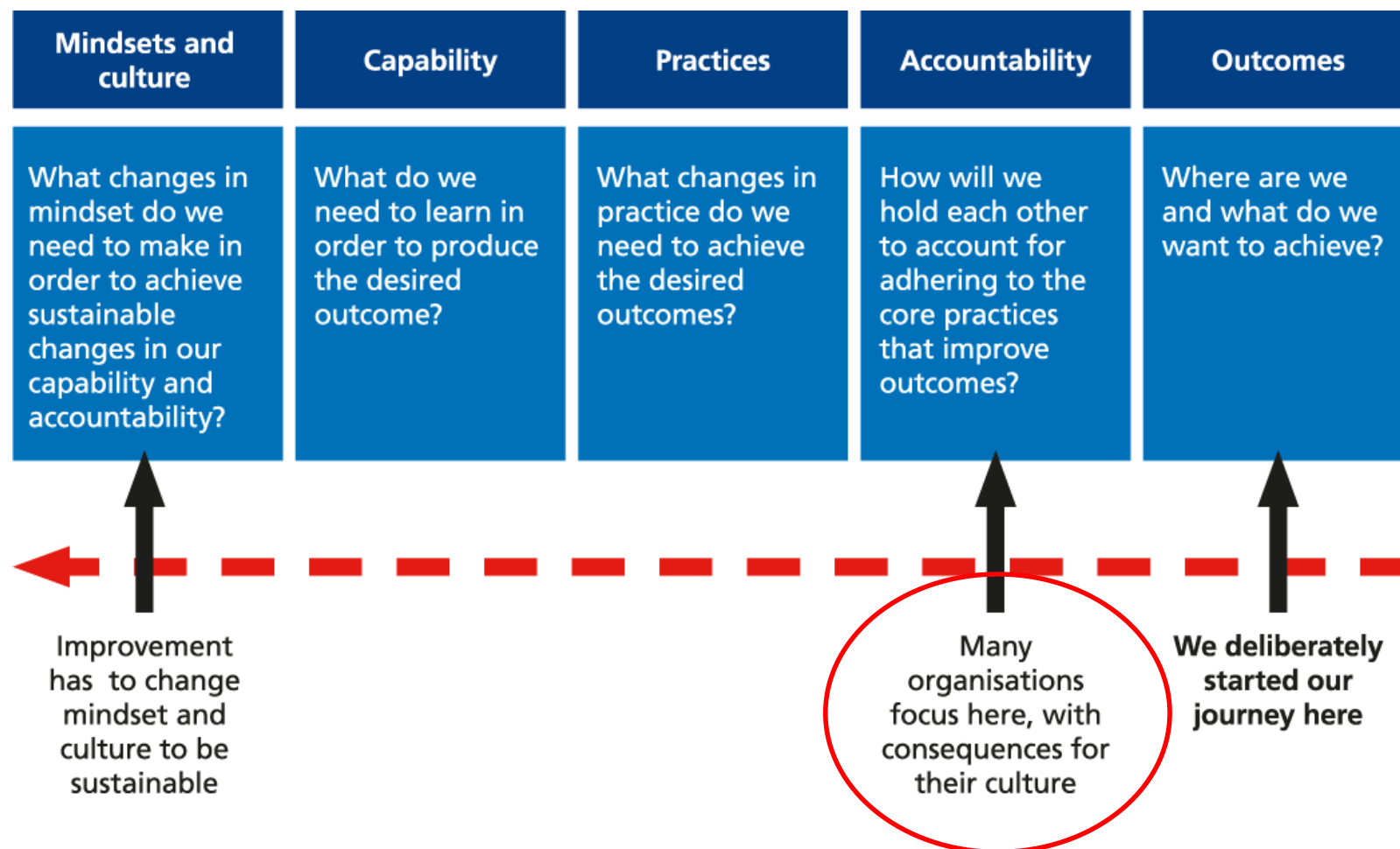
- Who is hurt?
- What are their needs?
- Whose obligation is it to meet those?
- How do we involve the community?

Goals of restoration

- Moral engagement
- Emotional healing
- Reintegration of practitioner
- Organisational learning
- Prevention

We changed our goals, practices and culture to achieve breakthroughs in safety and quality

We have changed our goals, practices and culture to achieve breakthroughs in quality



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.”



Respect & Civility Overarching Objectives

The Groups 'Vision' document outlines the Group's three objectives namely:

- Raise awareness and empower staff to challenge poor behaviour and choose respect, reinforcing civility and positive culture.
- To develop a comprehensive training programme to enhance emotional intelligence as to how behaviours can be perceived and received.
- Triangulate data sources to measure and evaluate impact.

WHAT HAPPENS WHEN SOMEONE IS RUDE?

WHEN SOMEONE IS RUDE TO A COLLEAGUE...

↓ 61% **REDUCTION** in the recipient's cognitive ability

COLLEAGUES ARE...

50% 

MORE LIKELY to miss
a calculation error⁽¹⁾ and **REDUCE**
their willingness to help⁽²⁾

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**

2 Porath C, Erez A. Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks. *Organ Behav Hum Decis Process*. 2019;159:39–44.

Mersey Care's Respect & Civility Infographic

Community and Mental Health Services



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 **Lois Newitt** @LoisNewitt · 19/06/2019
Getting the Respect and Civility message
and our incivility banner out this morning

and our inclusivity banner out this morning at Community Division Headquarters (LIP). It's a powerful message – the impact rudeness can have on individual

#IWillSpeakUp #civility #respect

02-UK



Lee Taylor and 4 others

0 17.7 24 1

↑1 You Retweeted

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



@Mersey Care #civility #respect

 Lee Taylor @speaktolee · 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
 @djones1nhs @MattinsonTrish
 @Karina_W_S @AllanRimmer2
 @AshesNicola @Bunjumin
 @SuzanneHunter29



↻ 2 ♡ 9 ↑

s Newitt @LoisNewitt · 20h
reat photo of you all. Good to see you



1 2 16

 **Lois Newitt** @LoisNewitt · 11/06/2019
Fantastic to see so many behind the
#IWILLSpeakUp campaign 🙌👏👏
@Patrici15311724 @JustLynnMC
@Mersey Care #respect #civility

 Pat McGuinness · 11/06/2019

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



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Lois Newitt @LoisNewitt · 11/06/2019

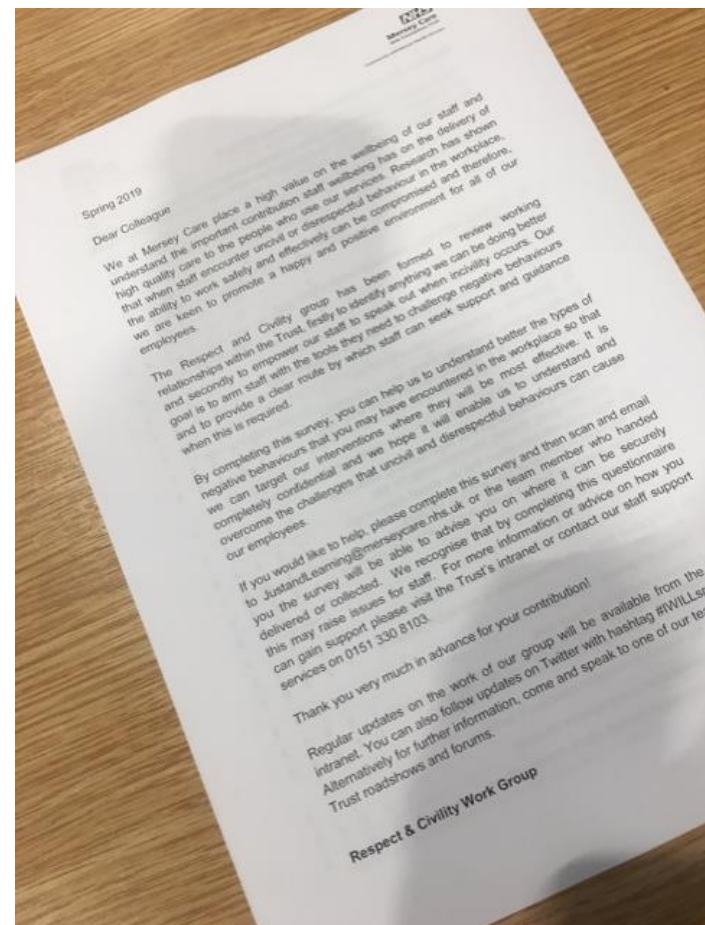


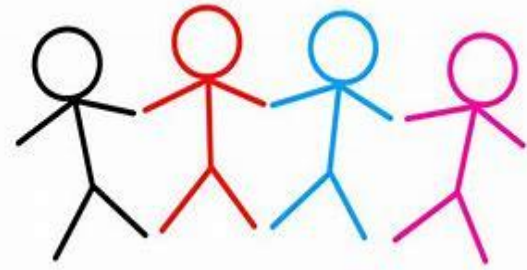
The Bullying Behaviours Questionnaire

Following assessment of the available qualitative and quantitative questionnaires available, and following a telecom with Professor Illing the Trust decided to pursue the Negative Acts Questionnaire, which is owned by The Bergen Bullying Group.

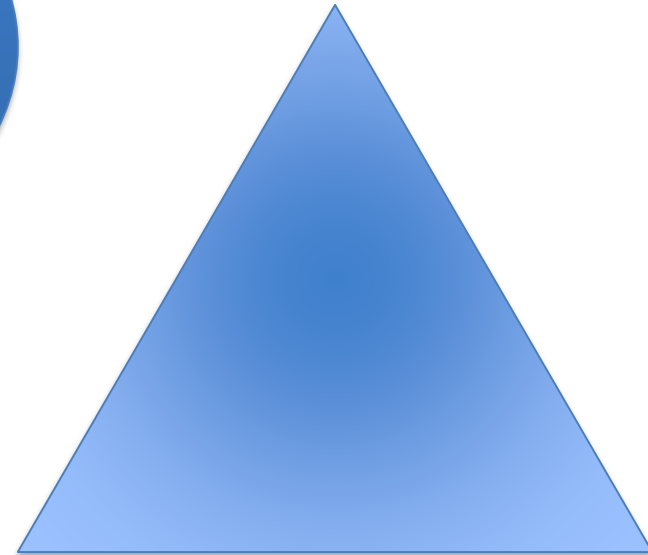
The Trust received approval from The Bergen Bullying Group to use their questionnaire in our assessment/research.

All items in the NAQ are written in behavioural terms with no reference to the term bullying. This has the advantage of letting participants respond to each item without having to label themselves as bullied or not.





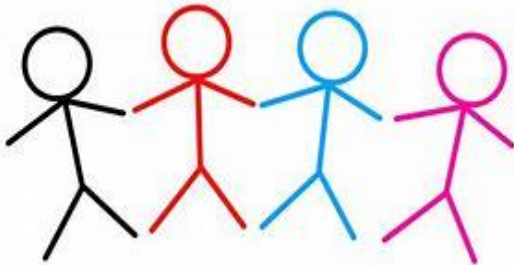
Bystander



**Uncivil
Behaviour**

Recipient

**I WILL
SPEAK UP!**



**#IWillSpeakUp and this year this goes further to
#IWillListenUp, #IWillFollowUp**

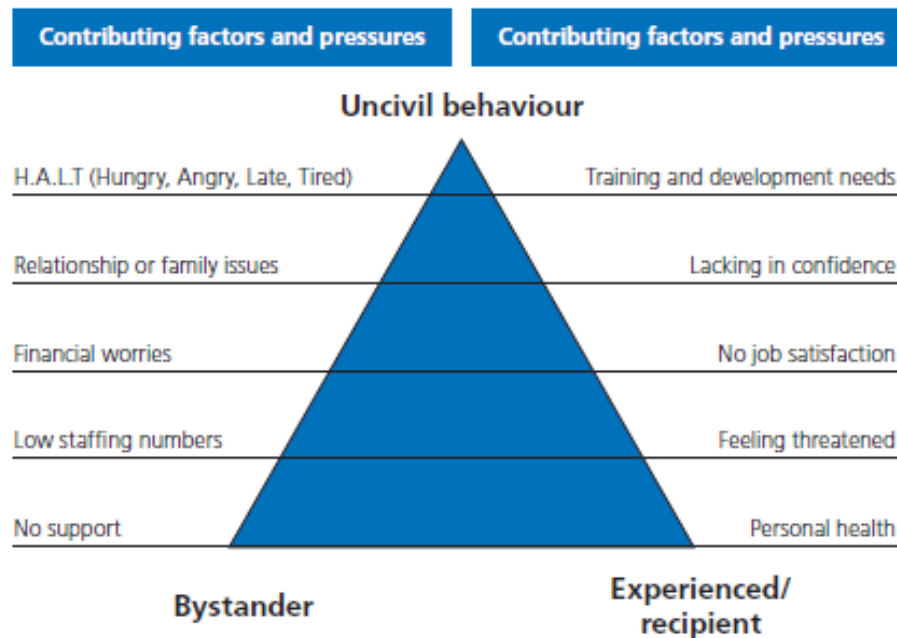


The Bystander Triangle

The Bystander Triangle

In a work environment colleagues tend to move between perceived spaces to meet personal (often unconscious) needs rather than being able to see the wider picture, or understand how their actions are impacting or not supporting others.

There are many different factors that will influence which perceived 'space' colleagues tend to operate in. These factors are built from a range of personal, social and professional contributories. If not supported appropriately, these can have a detrimental effect on colleagues, environments and the wider organisational culture.



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.



#IWillSpeakUp

This years BHAG: Zero acceptance of racism, discrimination and disrespectful behaviours

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#IWillSpeakUp

Our Respect and Civility Booklet



Respect and Civility



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.

Mersey Cares Respect, Civility and Resolution

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.

In line with the Trust's value Respect, this policy is about creating and sustaining a working environment in the Trust that is marked by mutual respect, tolerance and understanding and a working culture based on dignity and respect across our services and departments.

Since introduction of the Respect and Civility Group three years ago the Trust has seen a **71%** reduction in Dignity at Work Cases.

NHS
Mersey Care
NHS Foundation Trust
Community and Mental Health Services

TRUST-WIDE NON-CLINICAL POLICY DOCUMENT

Respect, Civility and Resolution Policy

Policy Number:	HR41
Scope of this Document:	All Staff
Recommending Committee:	HR Policy Group
Approving Committee:	Executive Committee
Date Ratified:	September 2020
Next Review Date (by):	September 2021
Version Number:	2020- Version 2
Lead Executive Director:	Executive Director of Workforce
Lead Author(s):	Strategic HR Lead

TRUST-WIDE NON-CLINICAL POLICY DOCUMENT

2020 –Version 2

HR41 Respect, Civility and Resolution Policy

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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.



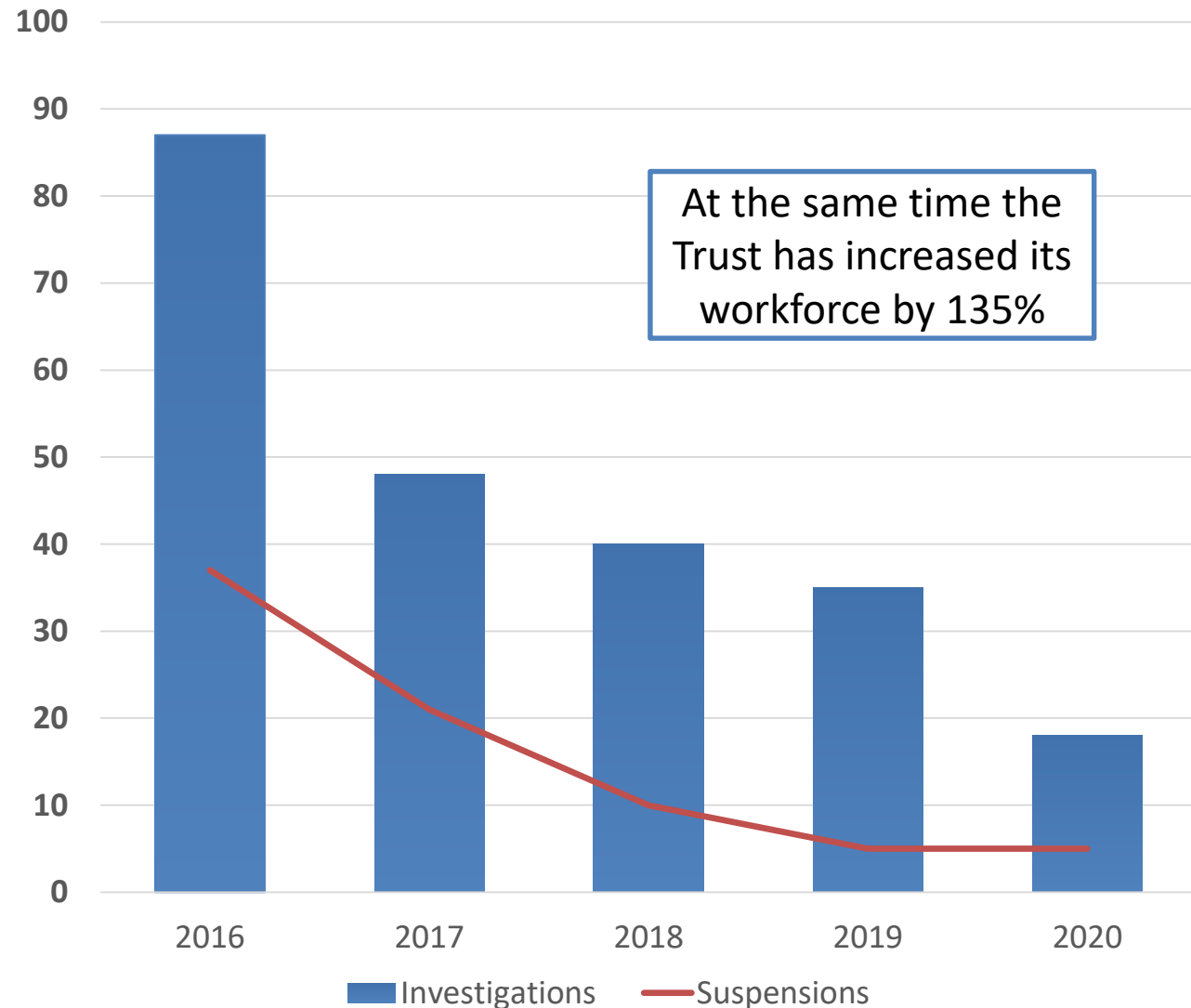
#IWillSpeakUp

		MCT 2020/21	MCT 2019/20	MCT National Rank*	All MH / LD/Commu nity Trusts 2020/21	Comparison with 2020/21 National Combined MH / LD and Community Trusts
13d- The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	High Good	66.8%	68.8%	2	60.7%	Better than National Average

*Out of 220 Trusts

Investigations and Suspension

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



In 2018 and 2019 the Trust Supported the National Anti-Bullying Week

Staff across all Divisions within the Trust got involved in the 'odd socks' campaign in November (2018 and 2019), raising the profile and showing their support of Anti Bullying Week in both the Trust and Social Media



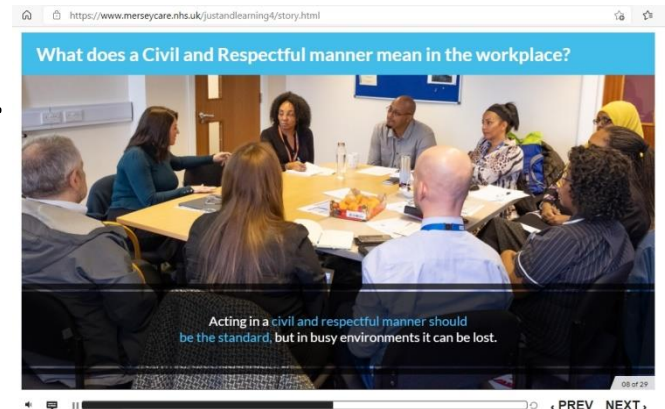
Respect and Civility – our eLearning Module with the ZSA



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.



<https://www.merseycare.nhs.uk/justandlearning4/story.html>

Respect & Civility Awards

PEOPLE & ORGANISATIONAL DEVELOPMENT INITIATIVE OF THE YEAR

HIGHLY
COMMENDED



Mersey Care FT
Respect and Civility at Mersey Care

The judges found this to be an excellent initiative, addressing a range of issues using respect and civility. There was clear impact and commitment to all people from all backgrounds to deliver a just culture. It is an entirely replicable process and way of caring for staff and staff caring for one another.

 **HSJ** VALUE
AWARDS 2020

People & Organisational
Development Initiative of the Year



HIGHLY
COMMENDED

Business
Culture
Awards
2020

Bronze Overall Winner

Business
Culture
Awards
2020
Winner

Public/Not-For-Profit Organisation

Questions?