

Behaviour is
acceptable.

It is evidence and
evidence. It affects the
wellbeing of individuals
and the
within which they work.



Introduction by the Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care

People make the NHS what it is. It's why out of my top three priorities: prevention, technology and workforce, ensuring our staff feel a valued and vital part of everything we do is the most important to me. Caring about the future of the NHS and social care means we must look after our staff.

So bullying has no place in the NHS or social care. It's not only wrong to use fear and intimidation to coerce people it's short-sighted and ineffective.

Good leadership is creating the right culture: open, honest, one where everyone feels valued. Bullying people, or allowing a bullying culture to exist, erodes one of the most precious resources we have: trust.

Only by ensuring people can challenge or complain without fear of reprisal can we learn and improve. We must create a

An Alliance Against Bullying, Undermining and Harassment in the NHS

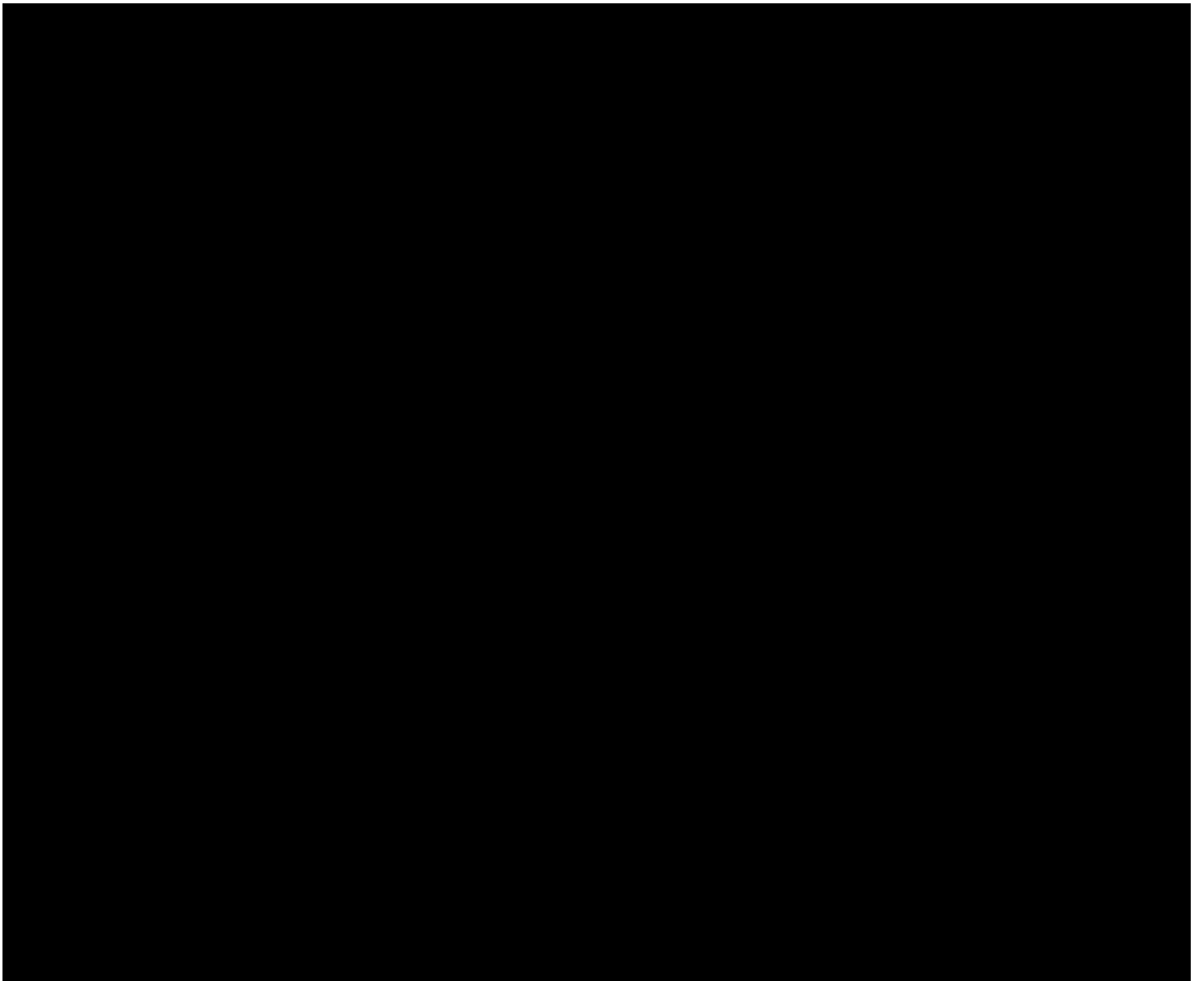
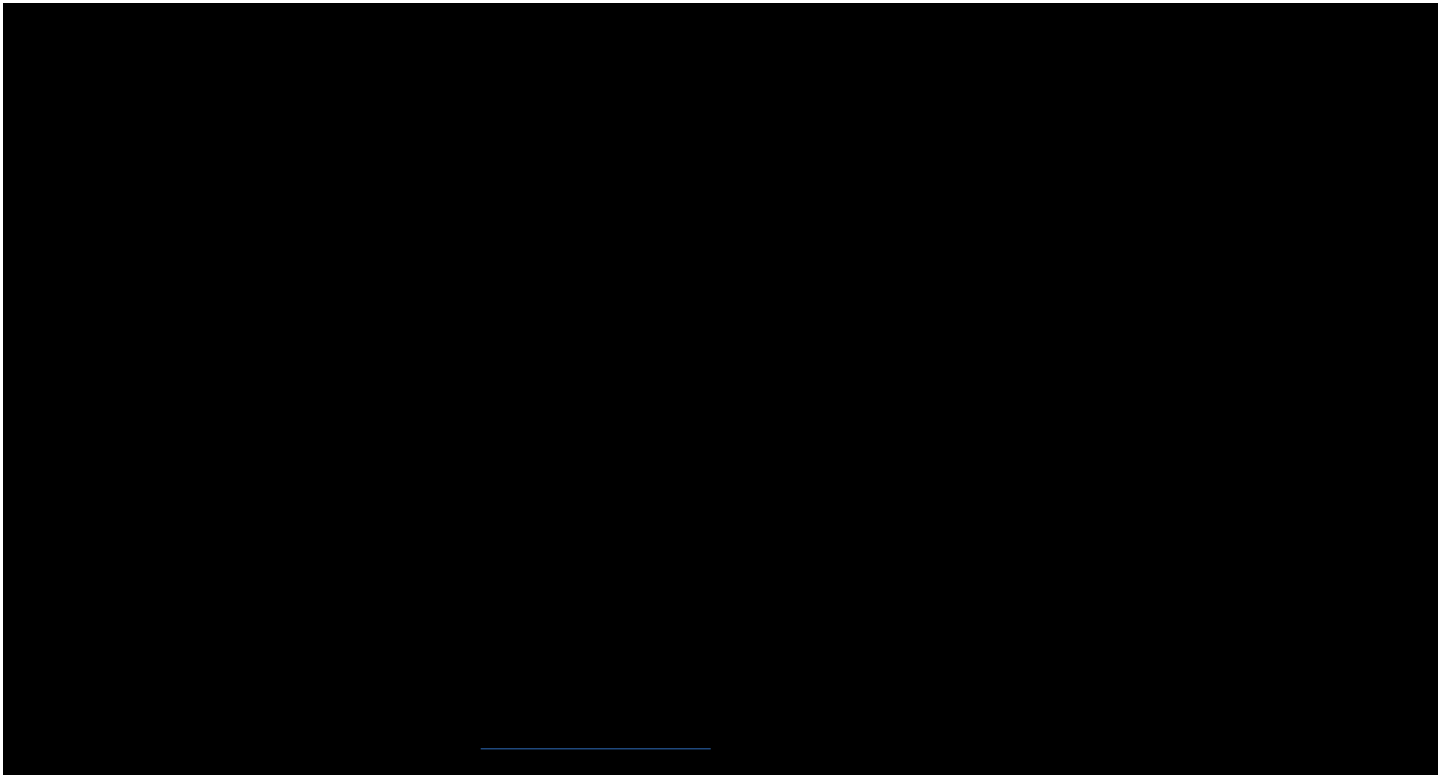
This document has been put together following a conference hosted by the Royal College of Surgeons of Edinburgh and the National Freedom to Speak Up Guardian in September 2018. This conference brought together a range of medical and healthcare organisations with campaigns and initiatives aimed at addressing the unacceptably high levels of workplace bullying and harassment in the NHS.

As a result, an informal anti-bullying alliance has been formed to share ideas and enact interventions across the entirety of the NHS.

The anti-bullying alliance recognises that no one organisation has all the answers but that by working in partnership through and with health care staff across the UK, we can together help create the culture and leadership needed to eradicate bullying. This will not only help staff recruitment and retention and raise morale, but will also improve patient care.

The following document is intended to give an overview of some of the many initiatives being enacted across the healthcare professions to tackle undermining and bullying. All of the organisations included in this document are committed to promoting kindness and respect from how staff are recruited, ensuring they have the right values and then throughout their careers by building kindness and respect into training and development.

By sharing information and providing links to a range of resources, this document also aims to further raise the profile of this issue, promote discussion and encourage more organisations to commit themselves to joining this alliance.



Association of Ambulance Chief Executives

The Association of Ambulance Chief Executives (AACE) provides ambulance services with a central organisation that supports, coordinates and implements nationally agreed policy. It also provides the general public and other stakeholders with a central resource of information about NHS ambulance services.

The AACE is wholly committed to, and supportive of, improving the health and wellbeing of ambulance staff across the UK. Employee health and wellbeing is intrinsic to the AACE's strategic priorities. The AACE works closely with the National Ambulance Strategic Partnership Forum (NASPF), as well as with other partner organisations, to enhance its understanding of workforce issues and support UK ambulance services in helping their staff stay well and offering them support when they are not.

Ambulance services face the highest rates of bullying and harassment from staff in the NHS. Cultural audits at the local level have equipped our leaders with an enhanced understanding of the realities of this issue. Through the work of our Human Resource Directors' Group with NHS Employers, we have produced 'Tackling bullying in ambulance trusts: a guide for action' whilst at local and national levels we are seeking to enact the cultural change required to reduce and ultimately eliminate bullying within our sector.

For more information, go to <https://aace.org.uk/> and <https://www.nhsemployers.org/your-workforce/plan/ambulance-workforce/tackling-bullying>

Association of Breast Surgery

Bullying and bad behaviour negatively affect multi-disciplinary team working and patient care. Aggressive, bullying sorts of personalities often get their way, with disastrous consequences for patients.

By working in partnership, ABS hopes to educate and empower our members to eliminate such behaviour and ensure that people can be challenged in the best interests of the patient. For this end, we included talks for both surgeons and nurses on the issue of bullying at the 2018 ABS Conference and in addition to a section on our website on professional support, are launching the #CoreItOut campaign to raise further awareness. All faculty members on ABS training courses are also asked to complete the RCSEd e-learning module,

British Medical Association

The BMA established a three-year project in 2017 to better support our members experiencing bullying and harassment, to use our influence to improve the resolution of problems in the workplace and help drive culture change in the NHS. We have reviewed recent research on bullying and harassment in medicine and the NHS. We have developed a BMJ e-learning module on preventing bullying and harassment, which is free for BMA members to access. We have surveyed doctors and medical students on what they think the causes of bullying and harassment are, listened to their personal experiences, run workshops and events around the country and consulted our members on what needs to change.

In November 2018, we published our findings and recommendations for action and we look forward to working with others to achieve change.

For more information, go to <https://www.bma.org.uk/collective-voice/policy-and->

Civility Saves Lives

Civility Saves Lives is a grassroots campaign to raise awareness and create change momentum around behaviours in healthcare. Run by and for practicing healthcare professionals, it aims to highlight the importance of respect, professional courtesy and valuing each other as well as disseminate the science of the impact of incivility on patient care.

As the campaign states, behaviour is the single greatest factor in how well competent teams perform and although regarded a 'soft skill' by some, respect and courtesy can mean the difference between life and death. Studies show that rudeness can reduce the cognitive ability of those subjected to it by 61 percent and can result in a 20 percent decrease in the performance of onlookers. In other words, when rudeness is permitted, patients die unnecessarily.



For more information, go to <https://www.civilitysaveslives.com>

The College of Podiatry

The College of Podiatry is the professional body and trade union for podiatrists in the UK, it sets academic and clinical standards, promotes research and education and raises awareness of foot health. The College represents qualified and regulated podiatrists and students across the UK and supports podiatrists throughout their career to deliver high quality foot and lower limb care and to continue to develop their skills.

Our members', and all healthcare professionals', workplaces should be free from all forms of bullying and harassment. A working environment should allow healthcare professionals to work with dignity and respect, without the unacceptable threat of bullying and harassment. Bullying and harassment undermines physical and mental health and can lead to reduced performance and increased sickness absence.



For more information, go to <https://cop.org.uk/>

The Doctors' Association UK

The Doctors' Association UK (DAUK) is a doctor-led campaigning and lobbying group. As the original team who brought together 30,000 doctors on social media in the wake of the Bawa-Garba case, DAUK is now an independent force for change.

DAUK's campaign for a just culture in the NHS Learn Not Blame was launched in Parliament in November 2018, an event attended by the Health Secretary. The DAUK executive committee is comprised entirely of frontline clinicians across a range of specialties. All feel passionately about addressing what DAUK sees as unacceptable levels of bullying and harassment in the NHS. As such, DAUK has launched a new campaign titled #NHSMeToo, which encourages doctors to speak out where bullying is encountered in the NHS.



For more information, go to www.dauk.org

The Foot in Diabetes UK

The Foot in Diabetes UK (FDUK) is the multidisciplinary organisation dedicated to promoting access to high quality, integrated lower limb services for people at risk of ulcers, amputation and premature death.

Run by and for practicing healthcare professionals, FDUK aims to: champion multidisciplinary lower limb collaborations in the UK, engage with other key stakeholders to improve clinical outcomes, promote awareness & implementation of national best practice and audit; support health care professionals to network via clear communication, provide a membership portal for key relevant, recent publications to support clinical service redesign, and contribute to development and delivery of post-graduate education for the lower limb in diabetes.

FDUK welcomes this anti-bullying alliance and promotes all healthcare professionals' workplaces should be free from all forms of bullying and harassment in order to allow individuals to work with dignity and respect. Bullying and harassment affects people both mentally and physically, which can lead to reduced performance and increased sickness absence along with adversely affecting patient care.

For more information, go to <http://www.footindiabetes.org/>



General Medical Council

The General Medical Council works to protect patient safety and support medical education and practice across the UK. We do this by working with doctors, employers, educators, patients and other key stakeholders in the UK's healthcare systems.

We know that unprofessional behaviours, including bullying and undermining, are a concern to the profession and adversely affect team and individual performance and consequently patient safety.

In response, we have been working in collaboration with the Royal College of Physicians of London, Royal College of Surgeons of Edinburgh and Royal College of Obstetricians & Gynaecologists to develop and deliver training. This supportive approach aims to help doctors understand the impact unprofessional behaviour can have on patient safety and equip them with practical skills to address these behaviours in practice.

We are committed to working with partners to play our part in bringing about positive change.

For information on our current professional behaviours and patient safety programme visit: <https://www.gmc-uk.org/respectprotects>



National Guardian for the NHS

The National Guardian's Office was established in response to the Francis Freedom to Speak Up Report. In the first year of collecting data over 7000 cases were brought to Freedom to Speak Up Guardians in England with 45 percent of cases having an element of bullying and harassment. These cases, brought by different staff groups, reflect the large number of staff in secondary care in England that report being bullied or harassed in the annual NHS staff survey. Our case reviews have also highlighted bullying cultures and trusts across England have reviewed their own arrangements to make improvements for their staff. Positive speaking up cultures appear to be correlated with high performing organisations. For staff to flourish they need to be in an environment that fosters an open and supportive culture where speaking up, but also acting on concerns, becomes business as usual.

If you want to speak up about anything that gets in the way of providing great care, contact your [Freedom to Speak Up Guardian](#). They will thank you for coming forward, protect your confidentiality, ensure that the right actions are taken and give you feedback.

For more information, go to <https://www.cqc.org.uk/national-guardians-office/content/national-guardians-office>



NHS Employers

NHS Employers is the employers' organisation for the NHS in England. We support NHS workforce leaders through our expert advice and guidance and by listening to employers to ensure their voice is represented in health policy and practice. We create opportunities for employers to network, sharing knowledge and best practice.

Bullying in the workplace and in the NHS is completely unacceptable. It impacts both staff and patients. We are committed to supporting employers to address and reduce bullying, creating positive workplace cultures where line managers lead by example and staff are able to thrive. We support the NHS through our ongoing work to promote positive cultures and tackle bullying using evidence based approaches.

We work in partnership to support colleagues across the system who are working together with the same aim. Working with the Social Partnership Forum, we contributed to the Collective Call to Action which encourages organisations to commit tangible actions to reduce bullying. We have also supported Ambulance Trusts to produce their report Tackling Bullying and commissioned research on data and analytics from Newcastle University. The Health, Safety and Wellbeing Partnership group has created helpful tools and information including an infographic on bullying and harassment in the NHS.



For more information, go to <https://www.nhsemployers.org/your-workforce/retain-and-improve/sta-experience/tackling-bullying-in-the-nhs>

NHS Improvement

The NHS Improvement Workstream for reducing bullying and harassment in the NHS is set within the context of 28 percent of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months and 24 percent of staff experiencing bullying from other staff in last 12 months (NHS 2017 Staff Survey).

This issue has both a personal and psychological impact on individuals who are directly or indirectly exposed to bullying and creates reduced personal resilience and a poor workplace culture, which not only leads to high turnover and poor retention but also has a significant impact on patient outcomes.

NHS Improvement is therefore supporting trusts to reduce the number of staff experiencing bullying, harassment, incivility and disrespect from colleagues and managers. This is being achieved through looking at an increased understanding of the local issues through better data analysis and prioritisation in addition to exploring the impact of culture and compassionate leadership to improve the working lives of NHS staff.



For more information, go to https://improvement.nhs.uk/documents/756/External_whistleblowing_policy_for_NHSI.pdf

Point of Care Foundation

The Point of Care Foundation exists to improve patients' experience of care. We help healthcare professionals to see care through patients' eyes, empathise with their experiences, and make improvements. However, we recognise that health workers can only do this if their own wellbeing is maintained, so we also support them to cope with the emotional and psychological challenges their work presents.

We seek to improve the culture of healthcare organisations to support people working in healthcare. This includes the promotion of Schwartz Rounds, a unique forum for staff to reflect on the emotional and psychological impact of their work. We have undertaken research into staff engagement, looking at what good engagement looks like within NHS trusts and providing recommendations for trust leaders on how to better engage the NHS workforce.

We also take an interest in the teaching of medical professionalism and how it relates to ongoing reflective practice and self-care for doctors, working with the GMC and others to improve guidance and recommendations for medical schools.



For more information, go to www.pointofcarefoundation.org.uk

Practitioner Health Programme

The Practitioner Health Programme and GP Health Service is an award winning, free and confidential service for doctors and dentists with mental illness and addiction problems. It is the only NHS funded service of its kind and one of the largest practitioner health treatment services in the world.

We aim to improve the mental wellbeing of the clinical workforce, reduce the stigma they face and to ensure that individuals can be retained or returned to the workforce. One of the reasons the service exists is because many doctors are afraid of seeking help because it may lead to them being treated differently by their employers and colleagues.

During the ten years that we have been operating, we have seen many of the tragic consequences of bullying in the workplace and the adverse impact this has on the lives and health of our patients.

For more information, go to <https://php.nhs.uk/contact-us/>

project lift

project lift is a collaboration between the Scottish Government, NHS Education for Scotland, the Golden Jubilee Foundation and NHS National Services Scotland aimed at developing leadership capability and capacity to make NHS Scotland an exemplar employer of proud, fulfilled and engaged staff.

To achieve this, project lift is promoting values based recruitment (embedding a consistent recruitment approach that places NHS Scotland values at the foundation of senior appointments and guaranteeing that progression to formal leadership roles is underpinned by commitment to these values); talent management (promoting career-long support for current and potential leaders); leadership development (forming leadership communities for those with the values, ability, ambition and insight of leaders in the modern health and care system); and updated performance management and appraisal.



For more information, go to <https://projectlift.scot>

Royal College of Nursing

In 2016, in response to poor working conditions, including high levels of work related stress and reports of bullying, the RCN developed a Healthy Workplace initiative.

The toolkit to support this initiative is divided into five domains, work-life balance, dignity at work, health and safety at work, job design and learning and development in the workplace. Indicators under each of the five domains can be used to carry out an organisational health check and identify areas for improvement. The toolkit includes links to support when making improvements. The dignity domain includes signposts to further resources including our 'Working with Care' resource for improving working relationships in healthcare teams and our resource on addressing bullying and harassment at work.

In addition, the RCN's Inclusion Café aims to source, build and share critical tools and techniques that help to support leadership and accountability in creating inclusive workplace culture at every level.

As a member of the Social Partnership Forum, the RCN has been involved at a national level and local level, through our workplace representatives, in the implementation of the SPF's collective call to action on bullying at work. For example, the See Something: Say Something initiative at Somerset Partnership NHS Foundation.



For more information, go to <https://www.rcn.org.uk/get-help/rcn-advice/bullying-and-harassment>

The Royal College of Obstetricians & Gynaecologists and Royal College of Midwives

As undermining and bullying behaviour has long been recognised as a problem for trainees in obstetrics and gynaecology, the Royal College of Obstetricians and Gynaecologists, in conjunction with the Royal College of Midwives,



Anti-Bullying Toolkits

Acas

<http://www.acas.org.uk/bullying>

<http://www.acas.org.uk/businesssolutions>

<http://www.acas.org.uk/grievances>

BMA

<https://www.bma.org.uk/collective-voice/policy-and-research/education-training-and-workforce/tackling-bullying-and-harassment-in-the-nhs/bullying-and-harassment-support-resources>

GMC

[https://www.gmc-uk.org/-/media/ethical-guidance/learning-materials/raising_concerns_ow_chart.pdf?!\(PDF\)](https://www.gmc-uk.org/-/media/ethical-guidance/learning-materials/raising_concerns_ow_chart.pdf?!(PDF))

NHS Employers

<https://www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/tackling%20bullying-in-the-nhs>

Royal College of Nursing

<https://www.rcn.org.uk/get-help/rcn-advice/bullying-and-harassment>

<https://www.rcn.org.uk/employment-and-pay/inclusion/inclusion-cafe>

Royal College of Obstetricians & Gynaecologists

<https://www.rcog.org.uk/en/careers-training/workplace-workforce-issues/improving-workplace-behaviours-dealing-with-undermining/undermining-toolkit/>

Royal College of Surgeons of Edinburgh

<https://www.rcsed.ac.uk/profprof>

Behavioural Standards

GMC

Building a supportive environment

Point of Care Foundation

Schwarz Rounds

<https://www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/>

RCN

Counselling support for members

<https://www.rcn.org.uk/get-help/member-support-services/counselling-service>

Improving working relationships in health & social care

<https://www.rcn.org.uk/professional-development/publications/pub-004972>

Healthy workplace , Dignity at Work

<https://www.rcn.org.uk/healthy-workplace/healthy-workplaces/dignity-at-work>

Healthy You – promotion of self-care

<https://www.rcn.org.uk/healthy-workplace/healthy-you>

RCSEd

Conflict Resolution Skills in Healthcare: Bullying, Undermining and Leadership Workshop

<https://www.rcsed.ac.uk/professional-support-development-resources/anti-bullying-and-undermining-campaign/conflict-resolution-skills-in-healthcare-bullying-undermining-and-leadership-workshop>

e-module with information on the facts around bullying and guidance on managing behaviour

<https://vle.rcsed.ac.uk/login/index.php>

Social Partnership Forum

Health and Wellbeing

<https://www.socialpartnershipforum.org/priority-areas/health-and-wellbeing/>

Raising Concerns / Whistleblowing

[https://www.socialpartnershipforum.org/priority-areas/raising-concerns-\(whistleblowing\)/](https://www.socialpartnershipforum.org/priority-areas/raising-concerns-(whistleblowing)/)

Selected Statistics & Literature

GMC Data and research pages

<https://www.gmc-uk.org/about/what-we-do-and-why/data-and-research>

The price of fear: estimating the financial cost of bullying and harassment to the NHS in England (24 October 2018)

Impact of bullying and harassment in the NHS (8 November 2016)

<https://www.nhsemployers.org/case-studies-and-resources/2016/11/tackling-bullying-and-harassment-in-the-nhs-editable-version>

Acas discussion paper, "Seeking better solutions: tackling bullying and ill-treatment in Britain's workplaces" (November 2015)

<http://www.acas.org.uk/media/pdf/e/b/Seeking-better-solutions-tackling-bullying-and-ill-treatment-in-Britains-workplaces.pdf>

Incivility: The Facts

<https://www.socialpartnershipforum.org/media/129061/Civility-saves-lives-incivility-the-facts.png>

'Beyond breaking point': a survey report of RCN members on health, wellbeing & stress (1 April 2013)

<https://www.rcn.org.uk/professional-development/publications/pub-004448>

Selected Articles & Blogs

In Place of Fear (14 January 2019)

<https://www.bma.org.uk/news/2018/december/in-place-of-fear>

Tackling workplace bullying (November 2018)

<https://www.rcn.org.uk/magazines/activate/2018/november/workplace-bullying>

On the rise: why everyone needs to know about workplace incivility (25 October 2018)

<https://www.rcn.org.uk/news-and-events/blogs/on-the-rise-why-everyone-needs-to-know-about-workplace-incivility>

A vulnerable position; One student reflects on finding the courage to raise concerns about unacceptable behaviour (19 October 2018)

<https://www.rcn.org.uk/magazines/students/2018/a-vulnerable-position>

Ending the Silence (17 September 2018)

<https://www.bma.org.uk/news/2018/september/ending-the-silence>

'I prayed a truck would atten my car' – a junior doctor's bullying experience (21 Jun 2018)

<https://www.bma.org.uk/connecting-doctors/b/live-and-learn/posts/i-prayed-a-truck-would-atten-my-car-a-junior-doctor-s-bullying-experience>

Anger management (05 April 2018)

No place for bullies (1 November 2017)

<https://www.rcn.org.uk/magazines/health%20and%20care/2017/no-place-for-bullies>

Taking a collective stand against bullying and harassment (16 October 2017)

<https://www.bma.org.uk/connecting-doctors/b/the-bma-blog/posts/taking-a-collective-stand-against-bullying-and-harassment>

'He speaks to everybody like that'. He shouldn't. (4 September 2017)

<https://www.bma.org.uk/connecting-doctors/b/the-secret-doctor/posts/he-speaks-to-everybody-like-that-he-shouldn-t>