



**NHS**

**Resolution**

# Being fair 2

Promoting a person-centred workplace that is compassionate, safe and fair

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**@NHSResolution**

Advise / Resolve / Learn

# Introduction

- Recent reports, such as Messenger and the Health and Social Care Committee cite workforce issues of incivility, bullying and harassment as being endemic, pervasive behaviours within health care.
- Positively supporting recruitment and retention, ensuring fair processes are in place and improving patient safety must be everyone's priority.
- Being fair aims to promote a just and learning culture when things go wrong in the NHS.



# The scale of the problem

## Why this matters

In addition to the human cost, there is a compelling economic case for directly addressing the factors contributing to the workforce pressures being experienced within health care. The financial impact of the prevalence of bullying and harassment is estimated to be in excess of £2.281 billion per annum<sup>(1)</sup>. Specific factors that may contribute to this unsustainable expense include:

- sickness absence and stress absence;
- employee turnover;
- diminished productivity;
- sickness presenteeism;
- clinical and non-clinical claims; and
- industrial relations costs.

The concerns around the current workforce shortages are echoed by medical and allied health professionals across the UK.





# Insights from stress related claims

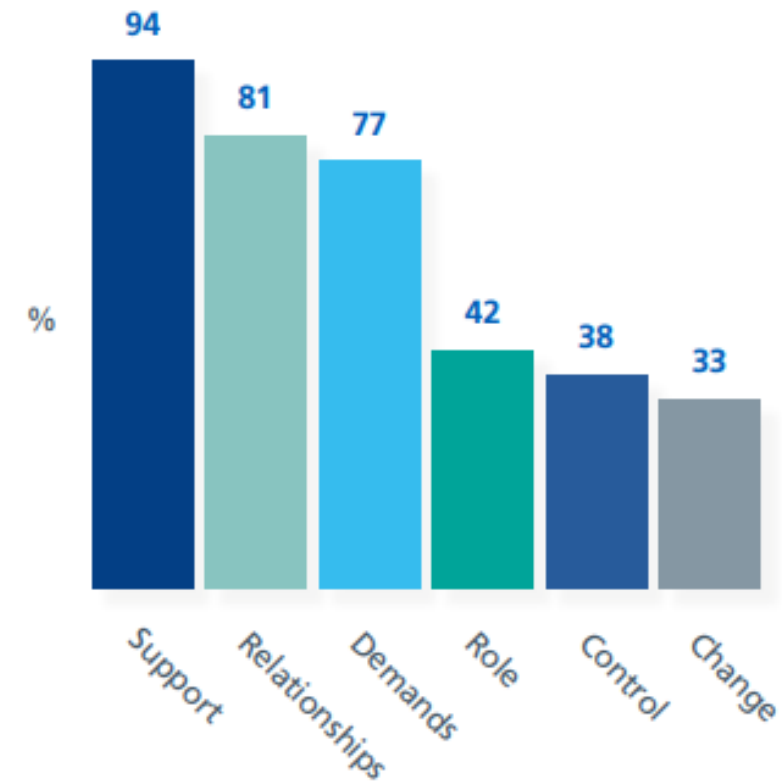
Table 1: Value and volume of successful closed claims concerning work-related stress between 2010 and 2020

Volume of claims	Total cost	Damages paid
135	£14.2 million	£7.5 million

Table 2: Value and volume of successful closed claims concerning bullying and harassment between 2010 and 2020

Volume of claims	Total cost	Damages paid
71	£6.3 million	£2.7 million

Figure 1: The most frequently occurring themes in claims that concern work related stress



# Insights from stress related claims

- Of the 135 stress claims, 76% of the staff were female, and 43% were nurses.
- Bullying behaviour is unacceptable. It is unprofessional and unnecessary and it affects the wellbeing of individuals and the teams within which they work.
- The stress claims data highlights the wider importance of improving organisational culture within health care.

Figure 2: Percentage of claims that involved bullying and harassment



# Improving workplace culture



- There is clear evidence that compassionate leadership results in more engaged and motivated staff with high levels of wellbeing, which in turn results in high quality care.
- The NHS Health and Wellbeing Framework highlights the importance of employers ensuring employees have a work/life balance and a safe, clean working environment.

# Improving workplace culture

- Organisations must take a proactive approach to foster a culture of speaking up.
- The fear of being excluded, victimised, bullied or undermined as a consequence of speaking up are recognised barriers.
- Bullying and harassment at work disproportionately affect minorities and protected groups, especially LGBT+, disabled and ethnic minority staff.
- The 2022 speaking up data report published by the National Guardian's Office highlights the highest proportion of cases (32.3%) involving behaviours such as bullying and harassment. This is a 2.2% rise compared to 2021.

# Fair recruitment, induction and supervision processes



- The 'No More Tick Boxes report' brings together a wealth of research evidence to suggest the practical steps that NHS employers can take to significantly improve staff recruitment and career progression
- Values based recruitment can offer a way to deliver a fair and transparent approach to recruitment and support employers to address inequalities.
- The benefits of a good induction programme include settled employees, a more effective response to training, and a lower staff turnover.



# Fair resolution of concerns

Ethnic minority staff are almost **1.2 times** more likely than white staff to be subject to employer formal disciplinary processes.

**Compassionate Conversations** programme aims to develop confidence and capability to have a compassionate conversation that is honest and engages with challenging subjects.

Ethnic minority doctors were **almost twice as likely** to be referred by employers to the GMC's fitness to practise procedures.

Analysis from 2022 identified that practitioners from ethnic minority groups had **1.7 times** the rate of cases per 1000 with Practitioner Performance Advice.

Research conducted by the NMC found that some employers **refer more professionals who are Black and/or male** to the NMC for a fitness to practise investigation compared to the make-up of the NMC register and the employer's own workforce.

# Just and learning culture charter



# What will success look like?



There are positive CQC assessments in relation to safety cultures.



Improvements are seen in assessments of organisational culture e.g. WRES and WRDES data.



Performance concerns are robustly managed in a way that protects patient safety but also resists inappropriate disciplinary action that can damage the wellbeing and dignity of staff.



Retention of staff within health care increases.



There is improved performance of WRES markers

# Contact NHS Resolution



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# Thank you