

Bullying behaviour is
unacceptable.
It is unprofessional and
unnecessary. It affects the
wellbeing of individuals
and the teams
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 culture where we all feel part of the same team, all working towards the same goal, united in the vital mission of the NHS to help people live longer and healthier lives.

So I'm extremely grateful to the Alliance for the important work its members are doing to stamp out the curse of bullying in the NHS and social care. I know there has already been some success as a result of the Social Partnership Forum's "Creating positive workplace cultures and tackling bullying – a Collective Call to action".

But we can't afford to be complacent. The 2018 NHS Staff Survey in England showed bullying incidents have increased in the past year with 28 percent of staff saying they have been bullied by patients or their families, 13 percent by managers, and 19 percent by other colleagues. Not only does this have a devastating impact on individuals, and their teams, but it can have dire consequences for patient care.

Bullying, and other abuse, is estimated to cost the NHS in England at least £2.28bn a year through sickness absence, employee turnover and lost productivity. The figure is likely to be high across social care as well. And the human cost is just as huge for both healthcare professionals and their patients and clients. So leaders must improve ways of working, support networks and create a culture of learning not blaming. Employees must know they have someone they can turn to and feel secure their voice will be heard.

Creating the right culture also means celebrating talent and success, providing all staff with rewarding career opportunities. There are many examples of successful teams and working practices in the NHS. We must celebrate their work and learn from them.

I'm delighted that so many organisations have committed to working within and across their professions to ensure all NHS and social care staff, regardless of their role, are treated with dignity and compassion.

I am confident that we can beat bullying by working together to address the cultural and systemic issues that contribute to it, and that we can create a culture that means every single member of our workforce feels a valued part of it. So I welcome the Alliance, and this document, which brings together information about campaigns, initiatives and resources aimed at supporting the NHS and social care workforce and eradicating bullying.

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.

Case Studies

Scottish Mortality and Morbidity Programme

The Scottish Mortality and Morbidity Programme (SMMP) aims to improve the quality, governance and culture of safety reviews through co-production; where safe care, shared learning, quality improvement and a 'just culture' is at the forefront. The SMMP is working to deliver a structured and standardised approach to safety reviews across NHS Scotland, with focus on team based safety reviews. Emphasis is placed on reporting, learning and improving as a team from events that can include 'incidents', good practice, mortality, morbidity or near misses.

The programme's current focus is on improving three key areas to facilitate its aims:

- Ongoing development of training programme with a focus on gaining an understanding of human factors or ergonomics and its application in complex systems. This including workshops, undergraduate training and practical guidance to support designing, leading and participating in such processes to create a workforce in Scotland that is knowledgeable on the purpose and process of safety reviews
- Designing effective IT systems to capture relevant information and to support team based safety review processes (M&Ms), ensuring effective governance and learning systems
- Developing a network to facilitate shared learning

By applying these core principles to structured team based safety reviews (M&Ms), we have seen a positive change in behaviours as well as in the culture of reporting where emphasis is placed on learning and improvement. Examples of improvement were also noted from a Scottish Deanery review of a department where the system and process was developed using these principles, which highlighted positive feedback from trainee doctors who have described the 'M&M' process as enabling them to speak up, raise concerns and learn.

For further information, please contact hcis.smmp@nhs.net

Hull University Teaching Hospitals NHS Trust - Tackling bullying and harassment project

Why the project was undertaken?

Until three years ago Hull and East Yorkshire Hospitals NHS Trust (HEY), which employs over 8,000 people, performed poorly in the National NHS Staff Survey. The Trust had been in the bottom 20 percent of Trusts nationally in 2014 and UNISON, ACAS and the CQC had all raised concerns of the presence of a widespread bullying culture.

In response, the Trust conducted a survey to measure the cultural health of the Trust, asking participants to select values that described the culture of the organisation and those they wanted to have. The Trust also invited ACAS to conduct a survey of staff and establish whether there was an issue of bullying in the organisation. Both surveys showed that bullying was having an identifiable impact on staff and creating a working culture unconducive to the delivery of optimal patient care.

In response, HEY created a permanent, Chief Executive-chaired group with union and staff group membership and appointed an anti-bullying tsar (Dr Makani Purva) as a focal point for staff to engage with and drive the work forward continuously. It also meant working with senior managers and teams to change behaviours and, in some cases, changing those in senior management positions.

HEY were also clear that a culture of neglect was underpinning many of the poor behaviours within the Trust. Staff reported that they felt undervalued and believed a lack of accountability, leadership and good role-modelling were at the heart of some of the problems they were experiencing.

Therefore, what began with a remit to address the bullying issues specifically has subsequently evolved into a full-scale approach to improving the culture across the Trust. HEY now have a Professionalism and Cultural Transformation (PaCT) group that implements initiatives to demonstrate the worth of staff, improve management visibility and reduce both the turnover of staff and the frequency / number of staff moving between wards.

The Trust has also created an Employee Charter (bill of rights and responsibilities) and further developed its management training programme to improve the skills and competence of leaders within the Trust. Policies on bullying and harassment and the management of sickness absence have been reviewed and re-written to reflect a more compassionate approach.

These initiatives have seen a constant improvement in staff morale and engagement as well as reduction in incidences of bullying and undermining. The Trust now performs at or above the national average for nine of the ten key themes in the 2018 National Staff Survey, including staff engagement and bullying and harassment.

For more information contact: Myles Howell, Director of Communications and Engagement – myles.howell@hey.nhs.uk

Academy of Medical Royal Colleges

The Academy of Medical Royal Colleges recognises that bullying behaviours have a detrimental effect on patient safety, as well as the health and wellbeing of those involved. We are committed to working collaboratively with healthcare partners to bring about a collective culture change.

The Academy Trainee Doctors' Group (ATDG) produced a report in 2016 exploring undermining and bullying in the medical workforce, which looked at current efforts to tackle problems and the further work required. Additional work by the ATDG has included scoping exercises for good practice resources and advocating speaking up to create a positive workplace culture.

The Academy has also produced the Academy's Support for Doctors initiative, which has a broad remit including several resources for undermining and bullying.

For more information, go to <http://www.aomrc.org.uk/reports-guidance/creating-supportive-environments/> and <http://www.aomrc.org.uk/supportfordoctors/>



Acas

Acas (the Advisory, Conciliation and Arbitration Service) is an independent public body with a duty to improve employment relations in Great Britain. We provide free and impartial information and advice on all aspects of employment law and good workplace relations, and have over 40 years' experience of helping employees and employers resolve situations of workplace bullying and harassment.

Our helpline deals with around 20,000 calls a year on bullying and harassment – any employee or employer can call us for confidential, impartial advice on their own situation.

We provide face-to-face training and e-learning to help managers deal effectively with bullying and harassment and to promote safe, healthy working environments.

Acas can also visit your organisation to help you understand what needs to be done to address issues related to bullying and harassment, and then work with you to develop practical solutions. Bullying and harassment are often difficult and sensitive issues to tackle, but we can help you untangle the web. We can work with you to: identify the boundaries of acceptable and unacceptable behaviour in the workplace; diagnose the nature and extent of the problem; create an action plan to deal with issues; raise staff awareness regarding bullying and harassment; explain how you can use mediation in your workplace; and provide mediation to help you resolve problems, including issues between colleagues or teams.

For more information go to www.acas.org.uk/bullying

acas working for everyone

Association of Anaesthetists and the Royal College of Anaesthetists

In spring 2017, the trainee committees of The Association of Anaesthetists and the Royal College of Anaesthetists launched #KnockItOut to encourage a transformation in workplace culture and behaviour. Along with parallel campaigns in surgery (#HammerItOut and #CutItOut), #KnockItOut aims to:

- create a positive workplace culture that is free from bullying, harassment and undermining behaviours
- nurture an environment that empowers individuals to speak up if they experience or witness unacceptable behaviours
- promote and share to demonstrate exemplar behaviours in the workplace and use these to model further improvements in the wider NHS culture
- inspire a positive culture change to improve patient care

The two organisations will continue working together, building on the aims of Knock It Out. We hope that by speaking up about this issue we can encourage others do the same. By promoting factors that contribute to a supportive environment, we can work towards a positive workplace everywhere, every day for every specialty.

For more information, go to https://www.rcoa.ac.uk/sites/default/files/KnockItOut%20FAQs_FINAL.pdf



#KnockItOut
BULLYING, HARASSMENT AND UNDERMINING

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.



**ASSOCIATION OF
AMBULANCE
CHIEF EXECUTIVES**

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, and we now hope to encourage all of our members to do this.

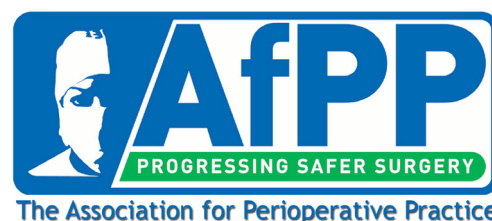


For more information, go to <https://associationofbreastsurgery.org.uk>

Association for Perioperative Practice

The Association for Perioperative Practice (AfPP) formerly the National Association of Theatre Nurses, works to support patient safety in the perioperative environment. We are the only professional body that supports all practitioners working in theatres.

As an organisation we are aware that cultural and hierarchical issues within this environment can sometimes lead to unprofessional behaviours, including bullying and undermining and we know from discussions with our members that this can greatly affect team and individual performance and impact on patient safety.



We work collaboratively with many organisations to support a more professional environment and provide training and development that helps practitioners understand the impact of unprofessional behaviour on colleagues and patients. AfPP was formed over 50 years ago and has worked hard to support and develop standards and recommendations for safe perioperative practice and we provide professional advice and support to members facing bullying and harassment at work whether from patients, colleagues or the public.

Our publication Challenging Behaviours in the Perioperative Environment supports our members with advice and guidance on how to manage these challenging situations.

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

British Association of Prosthetists and Orthotists

The British Association of Prosthetists and Orthotists (BAPO) was established to encourage high standards of prosthetic and orthotic practice. BAPO is the only UK professional body that represents the interests of the prosthetic and orthotic clinical workforce including Prosthetists, Orthotists and Assistant Practitioners.



All Full Members of BAPO are required to be registered with [The Health and Care Professions Council \(HCPC\)](#) and to abide by its Standards of Conduct, Performance and Ethics. These clearly state the registrant 'must not discriminate against service users, carers or colleagues' and that the registrant must 'challenge colleagues' if they suspect discrimination has occurred in the past or is occurring in the present. [The BAPO Ethical Code](#) mandates that these professional standards applicable to Full Members are also to be held up by BAPO Associate, Retired, Student and Affiliate Members.

BAPO welcomes this anti-bullying alliance and encourages all BAPO Members to explore the many resources provided on this topic by our fellow organisations represented within this network.

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

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-research/education-training-and-workforce/tackling-bullying-and-harassment-in-the-nhs>

British Orthopaedic Association

The British Orthopaedic Association recognises the need for a positive shift in culture within our profession to ensure all members of the surgical team feel supported and thus allowing them to perform at their best. There is no place for sexism, bullying or undermining of any description in any setting and we are committed to promoting this change across all of our activities. Trauma and Orthopaedic surgery delivers significant benefits to the wellbeing of our patients and this can only be achieved by excellence in training and diversity of our surgeons.

Our aim is to champion the best positive workplace behaviours and to challenge inappropriate or outdated practices as they are identified. We are working with allied organisations to effect this change together so that we lead the movement within medicine. #CutItOut



British Orthopaedic
Association

For more information, go to <https://www.boa.ac.uk>

British Orthopaedic Trainees Association

In 2016, the British Orthopaedic Trainees Association (BOTA) surveyed their UK trainee membership on their training and professional wellbeing. The most alarming findings highlighted a culture of unfavourable interpersonal behaviours, both witnessed and experienced first-hand. Our findings were supported by the General Medical Council's annual National Training Survey and the NHS Staff Survey.

BOTA aspired to develop a culture in which bullying, harassment and undermining behaviours amongst all clinicians were no longer accepted. The result was our #HammerItOut campaign, which has become an internationally recognised initiative aiming to raise awareness and tackle negative workplace cultures.

Through utilising the power of social media, demonstrating exemplar behaviours and literally acting out reported poor behaviours, BOTA has highlighted the issues and made efforts to effect change. BOTA's multi-year campaign helped start a dialogue not previously held within the orthopaedic community, and the British Orthopaedic Association helped us reach a wider audience with their 'Cut It Out' initiative. We believe that awareness is key and that all clinicians should be empowered to help effect culture change.



For more information, go to <http://www.bota.org.uk/hammer-it-out/>

Care Quality Commission

The Care Quality Commission (CQC) was formed in 2009 and is the independent regulator of Health and Social Care in England, our purpose is to make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve.

CQC strives to be an organisation that creates an environment free from bullying, harassment, and any form of discriminatory behaviours. We have a zero-tolerance approach to poor behaviours and promote dignity and respect as a right for all. As part of our ongoing commitment to eliminate bullying in the workplace we have introduced the following:

- Speak Up Policy created as a result of recommendations from Sir Robert Francis' Freedom to Speak Up review, published in February 2015 - this initiative aims to support people so that they can speak out about inappropriate behaviour at work.
- The appointment of a Freedom to Speak Up Guardian and Ambassadors to encourage and support people to speak up.
- Dignity at Work Advisors established in March 2013 - to provide confidential advice and support to all colleagues in CQC, in cases of bullying and harassment.
- We expect and support all staff to model respectful behaviours and this forms part of our performance appraisal criteria.
- We are active sponsors of The National Guardian's Office whose remit is to lead on culture change in the NHS.



To ensure quality and safety within the organisations regulated by CQC, the well-led framework was developed jointly by CQC and NHS Improvement as part of the development and alignment of our respective oversight and regulatory regimes.

As part of our 5 key questions we ask if an organisation is well led". this includes a judgement in respect of leadership, management and governance to make sure the organisation is providing high-quality care that's based around individual needs, that it encourages learning and innovation and promotes an open and fair culture. We look to see if the culture of the organisation encourages and protects people, including those who use services, to raise concerns without fear of retribution that bullying behaviour is challenged, addressed and eradicated and that equality and diversity is actively promoted.

Below is a link to our well led framework for further information.

https://www.cqc.org.uk/sites/default/files/20190412_Trust_wide_well_led_inspection_framework_v6.pdf

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 #NHSMeeToo, 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.

General
Medical
Council

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.

National Guardian
Freedom to Speak Up

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 www.nationalguardian.org.uk

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/staff-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

NHS Leadership Academy

The NHS Leadership Academy provides leadership development for people of all backgrounds and experiences across health and care. Whether they work in primary care or an arm's length body, the NHS Leadership Academy offers a range of support for all individuals and organisations at any stage of their leadership journey.



The Academy's philosophy is simple – great leadership development improves leadership behaviours and skills. Better leadership leads to better patient care, experience and outcomes.

Bullying should have no place in an environment centred around care and compassion. Through our leadership programmes, we help participants look at their own leadership practice and its impact on others, and highlight opportunities to lead in a more compassionate, inclusive and collaborative way. We're committed to the eradication of bullying in an organisation which is meant to care for its most precious resource: its people.

For more information and to find out more about our leadership programmes, visit our website: <https://www.leadershipacademy.nhs.uk/>

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>

NHS Resolution – Practitioner Performance Advice

We provide expertise to the NHS to resolve concerns fairly, share learning and preserve resources for patient care. Alongside delivering services to handle claims and primary care contracting disputes, our Practitioner Performance Advice service provides advice on the management and resolution of performance concerns about doctors, dentists and pharmacists.



Resolution

Bullying and harassment reduces individual and team performance, putting patient safety at risk and creating a barrier to learning. We are committed to supporting a just and learning culture that balances fairness, justice and learning – and taking responsibility for actions. Our report Being Fair encourages organisations to adopt a more reflective approach to learning from incidents and supporting staff and our services include:

- Behavioural assessments, which provide a detailed view on the characteristics and behaviour of a practitioner and recommendations to address any concerns.
- Assisted mediations, which support the resolution of often complex and deep rooted relationship difficulties between healthcare professionals.
- Team reviews, where concerns relate to behaviours within a clinical team. We help to identify barriers to resolution, and offer advice and support to the organisation to implement actions to resolve the concerns.

For more information, go to <https://resolution.nhs.uk/services/practitioner-performance-advice>

Royal College of Emergency Medicine

The Royal College of Emergency Medicine (RCEM) is the professional body for those working in Emergency Medicine. The RCEM works to ensure high quality care by setting and monitoring standards of care and provides expert guidance and advice on policy to relevant bodies on matters relating to Emergency Medicine. The RCEM represents qualified emergency physicians, other healthcare professionals working in emergency medicine, and students and supports its members throughout their career to deliver high quality emergency medicine and to continue to develop their skills.



**The Royal College of
Emergency Medicine**

Our members', and all healthcare professionals', workplaces should be free from all forms of bullying and harassment. Our Sustainable Working Practice Committee along with other RCEM committees are developing work to tackle bullying in the workplace and in our view the 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 www.rcem.ac.uk

The Royal College of Midwives

The RCM launched its 'Caring for You' campaign in 2016. The ethos of our campaign was simple, healthy and well rested midwives and maternity support workers we know can and will provide safe high quality care for women and their families.



Since launching the campaign 144 NHS organisations across the UK have signed the campaign charter committing to:

- Work in partnership with RCM to develop an action plan about health safety and wellbeing issues in your workplace
- Ensure midwives and MSWS have access to a variety of shift patterns and flexible working to promote a positive workplace culture around working times and taking breaks
- Foster a positive working environment for all by signing up to the RCM/RCOG statement of commitment calling for zero tolerance policy on undermining and bullying behaviours
- Enable midwives and MSWS to access occupational health and other organisational policies for both their mental and physical health, safety and wellbeing

Nurture a compassionate and supportive workplace that cares for midwives and MSWs so that they can care for women and their families

For more information, go to <https://www.rcm.org.uk/supporting/getting-help/caring-for-you/>

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



Royal College of
Obstetricians &
Gynaecologists

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, have developed a freely accessible undermining toolkit to improve workplace behaviours. This includes good practice case studies of various interventions that individuals, departments, units, Trusts and over-arching institutions such as the NHS, GMC and medical Royal Colleges can take to reduce bullying and undermining behaviours.

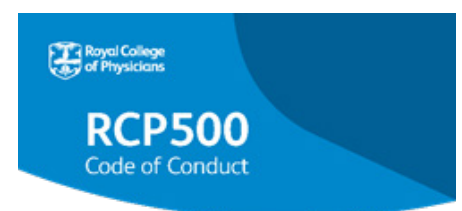
RCOG have also developed a practical, interactive and free-to-access eLearning resource on improving workplace behaviour and appointed Workplace Behaviour Champions to offer independent advice about any unacceptable behaviour trainee obstetricians and gynaecologists may be experiencing.

For more information, go to <https://www.rcog.org.uk/en/careers-training/workplace-workforce-issues/improving-workplace-behaviours-dealing-with-undermining/undermining-toolkit/>

The Royal College of Physicians of London

RCP has launched a new code of conduct encouraging fellows, members, staff and representatives to have more awareness of the impact of their behaviours on others.

Published as part of celebrations to mark our quincentenary, the new RCP500 Code of Conduct makes explicit the standards expected in a simple 10-point plan.



The code tackles head-on issues raised by movements such as Civility Saves Lives and #MeToo, making specific reference to the responsibility that comes with holding the position of a physician. It is particularly aimed at those behaviours that are rarely overt enough to cause a referral to the regulator, but are still incredibly damaging to others, and through their impact, patient care.

Aiming to better empower physicians to hold themselves and others to account for the damage inappropriate behaviours such as rudeness, can cause, the new code will be written into the RCP byelaws, membership and fellowship ceremonies. It also reflects the new values recently launched by the college.

For more information, go to <https://www.rcplondon.ac.uk/code-conduct>

The Royal College of Physicians and Surgeons of Glasgow

The Royal College of Physicians and Surgeons of Glasgow is a worldwide community of inspiring health professionals working together to advance their professions and improve patient care. Together we're determined to deliver positive progress for patients and our professions.



ROYAL COLLEGE OF
PHYSICIANS AND
SURGEONS OF GLASGOW

Bullying and harassment has no place in healthcare – but is far too prevalent. Demonstrating care, kindness, civility, generosity and mutual respect through the way we welcome, work and interact with people is at the heart of the Royal College of Physicians and Surgeons of Glasgow's values. We work together to support one another to succeed; listening to and engaging with partners and people, locally, nationally and globally.

Through the President's priorities of wellbeing and inclusivity, the College is leading by example through open dialogue, teamwork and engagement to challenge bullying and harassment in all their forms.

For more information, go to <https://rcpsg.ac.uk/>

Royal College of Psychiatrists

We are the professional medical body responsible for supporting psychiatrists throughout their careers. We work to secure the best outcomes for people with mental illness, intellectual difficulties and developmental disorders by promoting excellent mental health services, supporting the prevention of mental illness, training outstanding psychiatrists, promoting quality and research, setting standards and being the voice of psychiatry.

Our values: Courage, Innovation, Respect, Collaboration, Learning and Excellence underpin everything we do, and we expect our staff and members to:

- Promote diversity and challenge inequalities
- Behave respectfully - and with courtesy - towards everyone
- Challenge bullying and inappropriate behaviour
- Value everyone's input and ideas equally
- Consider how own behaviour might affect others



Our Psychiatrists' Support Service (which has a leaflet on bullying) provides free, high quality peer support to members who may be experiencing personal or work-related difficulties.

We are also very supportive of Mentoring and Coaching, and our StartWell initiative supports psychiatrists in their first role after completing training.

For more information go to: <https://www.rcpsych.ac.uk/members/supporting-you/psychiatrists-support-service>

The Royal College of Surgeons of Edinburgh

The Royal College of Surgeons of Edinburgh launched its UK wide #LetsRemoveIt anti-bullying and undermining campaign in June 2017, the centrepiece of which is a set of freely available and regularly updated online resources for healthcare professionals to use in their day-to-day working lives.

RCSEd has also developed a CPD accredited e-learning module to give individuals more confidence in identifying and managing incidents of bullying and undermining and has ensured that each of its educational activities and events include a designated anti-bullying section, and have also developed workshops on conflict resolution and bullying and undermining in general.



THE ROYAL COLLEGE
OF SURGEONS OF
EDINBURGH

For more information, go to <https://www.rcsed.ac.uk/professional-support-development-resources/anti-bullying-and-undermining-campaign>

Social Partnership Forum

The Social Partnership Forum (SPF) brings together NHS Employers, NHS Trade Unions, NHS England, Health Education England, NHS Improvement and the Department of Health and Social Care to discuss and debate the development and implementation of the workforce implications of policy.



A key aim of the SPF is to encourage employers and trade unions to work together to ensure a positive working environment, in which staff can provide high quality care and services. The SPF's collective call to action tasks employers and trade unions in all NHS organisations to work in partnership to create positive workplace cultures and tackle bullying. To support this work, the SPF is publicising the views of NHS leaders and experts on this topic and signposting information, tools and resources and case studies that can help partnership initiatives.

For more information, go to <https://www.socialpartnershipforum.org/priority-areas/creating-positive-workplace-cultures-and-tackling-bullying-in-the-nhs-a-collective-call-to-action/>

Unison

Nearly half a million UNISON members work in health care in the NHS and for organisations providing NHS services in all four countries of the UK. We recognise and defend the rights of all workers in the health service and support members individually and collectively at an employer level, regionally and nationally.



In addition to working in partnership via the Social Partnership Forum on the tackling bullying programme, UNISON provides specialist advice and support to members facing bullying and harassment at work whether from patients, colleagues or the public. UNISON seeks to address these issues with individuals as well as working collectively with employers to agree the best possible policies to provide a working environment free from bullying and violence. UNISON branches have worked in partnership with employers to change workplace cultures for the better.

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

The Vascular Society of Great Britain and Ireland

The Vascular Society of Great Britain and Ireland recognise the presence and impact of bullying behaviours and have implemented a programme to change the culture of vascular training and practice. The trainee survey results and the collaborative action plan have been presented at our annual scientific meeting (Glasgow, Nov 2019). The official document of the societies actions and recommendations has been circulated to all members, arterial centres and TPD's, as well as being posted on the societies website (<https://www.vascularsociety.org.uk>).



A letter of recommended actions has been sent to all arterial centres and TPDs for implementation at local and regional levels. This includes trainers completing an online educational module (<https://www.rcsed.ac.uk>), introducing evidence of awareness into appraisal, a structured process for reporting poor behaviours and incorporation of a feedback opportunity for trainees in their ARCP.

We have published an editorial (EJVES) and communicated with the president of RCS England and JCST. We aspire to eliminate these behaviours and future surveys will provide evidence.

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

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_flow_chart.pdf?l(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/professional-support-development-resources/anti-bullying-and-undermining-campaign>

Social Partnership Forum

<https://www.socialpartnershipforum.org/priority-areas/creating-positive-workplace-cultures-and-tackling-bullying-in-the-nhs-a-collective-call-to-action/>

Unison

<https://www.unison.org.uk/content/uploads/2013/07/On-line-Catalogue216953.pdf>

Freedom to Speak Up Programme

<https://www.e-lfh.org.uk/programmes/freedom-to-speak-up/>

Behavioural Standards

GMC

Building a supportive environment

https://www.gmc-uk.org/-/media/documents/Under_embargo_05_03_15_Building_a_supportive_environment.pdf_59988406.pdf

Ethical guidance for doctors

<https://www.gmc-uk.org/ethical-guidance/ethical-guidance-for-doctors>

Guidance to doctors working under system pressure

<https://www.gmc-uk.org/news/news-archive/guidance-to-doctors-working-under-system-pressure>

RCN

Respect Charter

<https://www.rcn.org.uk/professional-development/publications/pub-006214>

Professional standards of practice and behaviour for nurses, midwives and nursing associates

<https://www.nmc.org.uk/standards/code/>

RCPL

Code of Conduct

<https://www.rcplondon.ac.uk/code-conduct>

RCSEd

<https://www.rcsed.ac.uk/professional-support-development-resources/anti-bullying-and-undermining-campaign/standards-for-the-prevention-of-bullying-and-undermining-in-the-health-service>

Unison

<https://www.unison.org.uk/get-help/knowledge/discrimination/bullying-and-harassment/>

Related Initiatives

GMC

Doctor support pages

<https://www.gmc-uk.org/concerns/information-for-doctors-under-investigation/support-for-doctors>

Health system liaison services

<https://www.gmc-uk.org/about/how-we-work/liaison-and-outreach/health-system-liaison-services>

Employer liaison services

<https://www.gmc-uk.org/about/how-we-work/liaison-and-outreach/employer-liaison-service>

NHS Improvement

Creating a culture of compassionate and inclusive leadership

<https://improvement.nhs.uk/resources/culture-leadership/>

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)

<https://www.tandfonline.com/doi/full/10.1080/09540962.2018.1535044>

Bullying and harassment: how to address it and create a supportive and inclusive culture (18 October 2018)

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

Zero tolerance; Where we stand on sexual harassment (May 2018)

<https://www.rcn.org.uk/magazines/activate/2018/may/zero-tolerance>

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 flatten 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-flatten-my-car-a-junior-doctor-s-bullying-experience>

Anger management (05 April 2018)

<https://www.bma.org.uk/news/2018/april/anger-management>

Random Acts of Kindness Day (16 February 2018)

<https://www.rcn.org.uk/news-and-events/blogs/random-acts-of-kindness-day-2018>

Bullying doesn't have to be part of our culture (8 February 2018)

<https://www.bma.org.uk/connecting-doctors/b/work/posts/bullying-doesn-t-have-to-be-part-of-our-culture>

Respect where it's due (18 January 2018)

<https://www.bma.org.uk/news/2018/january/respect-where-its-due>

Guidance to doctors working under system pressure, GMC 2018 (12 January 2018)

<https://www.gmc-uk.org/news/news-archive/guidance-to-doctors-working-under-system-pressure>

Rethinking disciplinary action in the NHS (15 December 2017)

<https://mdxminds.com/2017/12/15/rethinking-disciplinary-action-in-the-nhs/>

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>