PROFESSIONALISM AND CULTURAL TRANSFORMATION (PACT) TOOLKIT

A toolkit to support managers to improve professional attitudes and behaviours in the workplace

NHS **Employers**
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Contents

Background

This toolkit is based on the principles of the work undertaken by Hull University Teaching Hospitals NHS Trust and aims to help educate and empower staff to improve professionalism within their organisation.

Hull University Teaching Hospitals NHS Trust was identified as having issues with bullying following a Care Quality Commission (CQC) visit which was later confirmed by an independent Advisory, Conciliation and Arbitration Service (Acas) report. The trust appointed an anti-bullying ambassador, consultant anaesthetist Dr Makani Purva, to tackle this issue.

Dr Purva, with colleagues Simon Nearney, director of workforce and Chris Long, chief executive officer, developed an innovative approach to address unprofessionalism within the workplace, via the facilitation of a Professionalism and Cultural Transformation (PACT) programme. This has improved the culture of their organisation, as will be shown in this toolkit.

"It is important to respond to all unprofessional behaviours and embed professionalism for a cultural transformation to occur within an organisation".

Dr Makani Purva, anti-bullying ambassador and consultant anaesthetist at Hull University Teaching Hospitals NHS Trust.

Bullying costs the NHS more than

£2bn
every year

19%
of NHS staff have experienced at least one incident of bullying, harassment or abuse in the last 12 months from other colleagues

Staff who witness rude behaviour have a

20%
decrease in their performance and a

50%
decrease in their willingness to help others

Roger Kline's report, *Bullying: the silent epidemic in the NHS*, published in 2013, reported that a quarter of staff in the NHS felt they were bullied. A further report by Kline, conservatively estimated that bullying costs the NHS over £2 billion[1] every year due to increased sickness absence and sickness presenteeism, increased staff turnover, decreased productivity, industrial relations, compensation and litigation costs. In spite of all of the good work that has been undertaken, the 2018 NHS Staff Survey[2] results show this remains a problem, with 19 per cent of staff experiencing at least one incident of bullying, harassment or abuse in the last 12 months from other colleagues.

It can be extremely upsetting for staff to be on the receiving end of unprofessional behaviour, and there is often fear among staff of retribution if they make a complaint or raise concerns. Even bystanders of unprofessional behaviour are affected and can be reluctant to come forward. Research from Civility Saves Lives, an organisation of healthcare professionals aiming to raise awareness of the power of civility in medicine, suggest that witnessing rude or unprofessional behaviour can impact on productivity. It says that staff who witness rude behaviour have a 20 per cent decrease in their performance and a 50 per cent decrease in their willingness to help others. Unprofessional behaviour, if unchecked or badly handled, can create serious problems for organisations.

To deliver excellent care to patients, NHS organisations need to be well led and have healthy, supportive and positive workplace cultures.

Managers in the NHS have varied, vital and challenging roles where they provide leadership and foster teamwork. They are therefore ideally placed to use this toolkit to help improve levels of staff engagement, cascade messages and raise concerns.

1. *The price of fear: estimating the financial cost of bullying and harassment to the NHS in England, Roger Kline & Duncan Lewis* (October 2018)

2. 2018 NHS staff survey: https://www.nhsstaffsurveys.com/Page/1064/Latest-Results/2018-Results

How to use this toolkit

This toolkit has been designed to help you embed the PACT programme delivered by Hull University Teaching Hospitals NHS Trust in your organisation. The toolkit provides practical information, advice and solutions. Whether you are using this toolkit within your team, department or organisation, the information and tools will be applicable to equip you to deal with unprofessional attitudes and behaviours which may occur within the workplace.

The PACT programme has four steps which should be followed in sequence.

• **Step 1: Assess your current culture**

• **Step 2: Determine levels of professionalism**

• **Step 3: Action plan and management**

• **Step 4: Evaluate**

Within these four steps are materials and resources that we advise you use to accompany the programme. These will be found within the body of the text and include checklists, templates and action plans. The toolkit also provides additional reading and resources throughout that may be of interest to managers.

This approach will help to empower individuals in your department or organisation to challenge inappropriate behaviour and reinforce the organisation's values and behaviours.

Using this toolkit, you can seek commitment from your staff to "Make a PACT" to take positive steps to improve the culture of your organisation.

Who to engage

Senior leaders

To embed the PACT programme organisation wide, it is vital to get the support of senior leaders from the outset. Input from these leaders will ensure you have access to the resources and cross-organisation cooperation that you need. Having the organisation's values modelled at a senior level will increase the likelihood of success. It is important to highlight to your trust board, the financial costs and benefits of having engaged and positive staff working in your organisation and the impact this will have on patient outcomes, as well as, for instance retention, productivity, resilience, reduction in sickness absence rates and agency spend.

> "Interventions were more likely to succeed if leadership commitment was present and fail when absent."
>
> **Rayner C, McIvor K, Dignity at Work Project**

Trade union representatives

Early and ongoing engagement with your organisation's trade union representatives should help make your PACT programme a success. Trade unions can help with understanding the culture within the organisation; act as a conduit between management and staff and give credibility to the initiative, helping to allay any concerns staff might have about the intentions behind the programme.

PACT champions

Whether you are using the toolkit with your immediate team, department or organisation, it is important that those delivering the PACT programme are the right people to do so. Members of your PACT team should:

- champion the need for organisational change to promote professional behaviours

- act as role models for professional behaviours and be able to articulate and demonstrate what professionalism should look like

- be able to access and process the quantitative and qualitative data gathered

- communicate and engage with the wider organisation

- support work to improve standards of professional behaviours across the trust

- understand and explain the organisation's policies around raising concerns.

Step 1 – Assess your current culture

This step enables you to undertake an assessment of the current cultural climate within your workplace.

The NHS Constitution establishes the principles and values of the NHS in England. It sets out:

- the rights for patients, public and staff

- the pledges to which the NHS is committed to achieve

- the responsibilities which the public, patients and staff owe to one another to ensure that the NHS operates fairly and effectively.

The structure of your department or organisation, its environment and performance may have an impact on how staff behave. On occasions, the behaviours of individuals and teams may not meet those set out in the NHS Constitution and can have a negative impact on the delivery of high-quality patient care, morale and health and wellbeing.

Employees perform at their best if they feel valued, respected and listened to. Fostering an environment where employees can openly raise their concerns and receive feedback can help to achieve this. Managers play a valuable role in translating and demonstrating to staff what professionalism means. To make positive changes, however, you also need to understand your culture.

It is important to take the time to understand current and historical circumstances, particularly anything which may significantly impact on culture. There may be other initiatives taking place across your organisation that this PACT programme will need to interact with. To complete step 1, follow the checklist on the next page.

Checklist

☑ **Organisation:** review your organisation's mission, vision and strategy. Are these statements adopted in your values and behaviours? Ask your staff if they understand what the vision and values mean and could they describe them to others, including stakeholders?

☑ **Culture:** assess how formal or informal the clinical and non-clinical working areas are within your organisation. Do staff work within their contracted hours or is there a culture of working longer? Seek feedback from your staff both openly in team meetings and anonymously via feedback boxes and surveys.

☑ **Change management:** how are staff updated on changes within your organisation? Is there an opportunity for staff to participate in meetings where key decisions are made which affect the workforce? Are staff encouraged to express their views and share ideas openly and can you demonstrate how their views are taken into account?

☑ **Communications:** consider the ways in which staff communicate with one another (face-to-face, phone, email). How do people deal with conflict or disagreements in the team? How do staff and managers react when mistakes happen within their work area? What are the opportunities for identifying learning and development? Speak to your internal communications team for any advice.

Additional resources

Listen

In this video, Professor Megan Reitz from Ashridge Executive Education, Hult International Business School discusses the importance of speaking up and listening up, and how your power silences the truth.

Read

In this case study, Dorset Healthcare University NHS Foundation Trust explains how they worked to improve their NHS Staff Survey results by focusing on three areas of staff engagement: how staff talk about the organisation, how employees decide on the work they do, how enthuastic staff are to come to work.

In this case study, Lincolnshire Community Health Services NHS Trust worked to improve staff engagement scores on the NHS Staff Survey and improve its CQC rating.

In this case study, Central North West London NHS Foundation Trust used a new approach to communicate with staff to improve engagement and partnership.

Step 2 – Determine levels of professionalism

This step aims to help you analyse the levels of professionalism within your organisation against a scoring matrix which encompasses data from a wide range of sources.

According to a ↗ survey by the National Guardian's Office, an organisation's CQC report rating is likely to be higher where staff feel more able to speak up about issues of concern. In trusts rated outstanding, managers are more likely to encourage staff to speak up than those in trusts rated inadequate. As part of this step, you may wish to review the results of your ↗ CQC rating alongside other sources of existing data, such as those listed below. It may also be useful to review your trust's workforce disability equality standard (WDES) data and workforce race equality standard (WRES) data to identify potential discrimination and harassment issues too.

↗ National NHS Staff Survey results

↗ Friends and Family Test data from NHS England

↗ NHS Sickness Absence Rates from NHS Digital

↗ National training survey reports from the General Medical Council (GMC)

It is important that you also understand the perceptions and knowledge of your staff and patients to get a better understanding of your culture. Use this checklist to help you gather and record this data.

Checklist

☑ **Review:** look at any data that currently exists around your organisation and its performance to assess where you currently are. Where possible, using data over a minimum of three years will help you to identify trends and will also provide a baseline for evaluating the impact implementing the PACT programme.

☑ **Facilitate:** focus groups with staff and trade union representatives can be a useful way to initiate discussions around the culture in teams, departments or the organisation in a safe space. By doing so, you may also help staff recognise how their behaviours can affect colleagues and patient care.

☑ **Listen:** gathering patients' views may help you to further understand how the culture within teams, departments or the organisation is viewed and how they impact on the experience of care received at your trust. Capturing patient experiences and highlighting these to staff during step 3 can be very powerful.

☑ **Understand:** use our ↗ sample surveys to gain a better understanding of the culture that exists throughout your team, department or organisation (remember to survey staff and managers at all levels, do not neglect the middle management layer).

☑ **Record:** use our ↗ scoring matrix to record the results of your surveys and information gathered from existing data.

By the end of this step, you will have gathered information on the culture and leadership behaviours within your organisation from a range of sources. The next step will help you create an action plan, which will enable you to address individual, team and organisation behaviours.

Additional resources

Read

Sir Robert Francis QC's report on the ⬈ Freedom to speak up review, an independent review into creating an open and honest reporting culture in the NHS, sets out 20 principles and actions which aim to create the right conditions for NHS staff to speak up.

In this case study, Lisa Smith, a Freedom to Speak Up Guardian at ⬈ York Teaching Hospital NHS Foundation Trust, engaged with multiple sites to help foster a positive, safe culture of speaking up.

This report on ⬈ *Workplace bullying: measurements and metrics to use in the NHS* commissioned by NHS Employers and published by Newcastle University, helps identify how workplace bullying can be tracked over time, to indicate what measures and metrics can be used to identify change, and to provide comparators for other sectors in the UK and internationally.

Read & Watch

In this case study, ⬈ Mersey Care NHS Foundation Trust details how they created an open and honest culture in their organisation by asking what happened instead of who is responsible. See how they facilitated learning and improvement in care, morale and staff experience through a reduction in formal HR interventions, such as disciplinaries. Watch this ⬈ video to complement the case study.

Step 3 – Action plan and management

This step aims to support you in developing an action plan using your data from step 1 and 2, in order to manage unprofessional behaviours at an individual, departmental or organisational level using education, influencing and intervention.

Managing individual and team behaviours

It is the responsibility of managers to role model professional behaviour to their teams and to set the culture which is underpinned by the organisation's values. Managers play a key role in creating and maintaining positive and open team cultures so it is crucial that they can understand how stress both at work and at home can contribute to changes in an individual's behaviour, and that they are equipped to support staff to behave professionally in a pressurised and difficult environment.

Our ⬈ sample of behaviours resource highlights the different behaviours that may be exhibited by individuals or teams and the different management approaches you can adopt to address them. Do any of these behaviours match what you have found in steps 1 and 2? Were there any common themes or areas of concern identified? Using the checklist provided in the sample of behaviours resource, you can create an ⬈ action plan on how you will stop, change or

influence behaviours that are unprofessional in the workplace. It is crucial that managers factor in follow-up meetings to review progress and ensure that changes are in embedded for the future.

Some behaviours can be managed in an informal way through education, coaching and health and wellbeing support. However, others may require further investigation, and in this instance, you may wish to seek advice from your line manager or human resources.

All individuals will have different learning styles, so as a manager you will need to be flexible in your approach to dealing with any individual or team concerns identified. Ask your team members to complete a ⬈ learning styles questionnaire to help you understand their learning style.

Educational workshops

Hull University Teaching NHS Foundation Trust used PACT educational workshops to address the cultural issues across the organisation. The PACT workshops were used to help mobilise the workforce and to encourage staff to proactively challenge unprofessional behaviour which could be deemed as bullying and harassment

if left unchallenged. Workshops consisted of a 90-minute interactive session, including small group exercises, case studies and videos depicting bullying and unprofessional behaviours in the workplace. The key objectives were to ensure that staff understood professionalism and its context, and learnt how to identify, raise and respond to concerns of bullying confidently in the workplace.

The first PACT workshop in Hull was delivered to the chief executive, chairman, chief medical officer, executive and non-executive directors. This demonstrated the commitment to the PACT programme from senior managers and set an example to be followed by all staff. The educational workshops were also given as part of mandatory training for staff at band 7 and above within the trust, however the workshops can be used with staff at any level to help empower individuals to challenge inappropriate behaviour, and to reinforce the organisation's values and behaviours.

An example of an ⬈ educational workshop plan and some of the accompanying resources are available to help you run your own workshop. It is advised that you personalise the workshop to address the results you have found in step 1 and 2, and to the core values and behaviours of your workplace. On the next page are some further tips on how to run a successful PACT workshop.

Top tips for running a successful PACT workshop

- Recruit PACT champions at all levels within your organisation to ensure that the change is influenced from the bottom-up as well as top–down.

- Gain buy-in from members of the board. Encouraging board members to attend the workshops shows visible commitment and should make a difference when gaining buy-in from staff.

- Focus on positivity and acceptable behaviours. The PACT toolkit and workshops is not intended to be a one-off exercise for tackling bullying but a wider programme aimed at enhancing professionalism in the workplace.

- Target myths and stereotypical assumptions about bullying.

- Highlight that there is no shame in acknowledging a bullying culture. Use exercises to empower bystanders to intervene, as this is key to encouraging cultural transformation in an organisation.

- Encourage individual members of staff and teams to evaluate their progress at three and six month intervals. This evaluation will help identify good practice you can share across the organisation to help bring professionalism to life for employees.

Workshops are just one example of the different interventions you can make to improve professionalism and can be used in different contexts, for example at team meetings or away days.

Additional resources

Use

The ⤢ NHS Employers Behavioural Framework sets out the behaviours outlined in the NHS Constitution and what behaviours employers wish to see and those they do not wish to see.

The ⤢ people performance management toolkit provides practical support for managers and aims to help you develop your skills to deal with key management situations confidently and consistently.

Read

In this case study, ⤢ London Ambulance Service shares its approach to tackling bullying in the workplace, engaging staff from different areas of the organisation to work together to break down barriers and make tackling bullying in the workplace everybody's business.

This briefing by the ⤢ Institute for Employment Studies, commissioned by NHS Employers, explores the work that can be done to support and develop line managers to improve staff engagement across NHS organisations.

NHS Employer's health and wellbeing ⤢ webpages, include a range of information and tips for managers to support workplace mental wellbeing.

Complete

This ⤢ e-learning course, from Acas, introduces the skills and behaviours that make an effective manager, and explores some of the common issues that managers face, including conflict resolution, bullying and harassment and more.

Step 4 – Evaluate

This step aims to help you assess whether the action taken has been successful and whether any further support is required.

In this step, you will want to evaluate the effectiveness of the PACT programme you have delivered and capture the lessons learned to ensure improvements for future delivery. Here are some sample questions you may wish to ask of yourself, your team and your organisation.

- Has the PACT programme helped raise awareness of the issues and challenges around professionalism?

- Has the PACT programme helped the organisation to make changes to the core values and behaviours to help improve the workplace culture?

- Has the PACT programme helped to make improvements to the support offered to managers/supervisors to manage professionalism within the workplace?

Hull University Teaching Hospitals NHS Trust used a pre and post-PACT workshop survey to measure the impact of their workshops, using a set of learning outcomes. We recommend that any learning outcomes you use are tailored specifically to your team, department or organisation however, sample ⬈ pre-workshop surveys and ⬈ post-workshop surveys are available.

By implementing the PACT programme, Hull University Teaching Hospitals NHS Trust achieved:

35%
improvement in understanding of professionalism and it's context

26%
improvement in raising concerns

31%
improvement in tackling concerns

20%
improvement in identifying concerns of bullying

The PACT programme doesn't stop here, you may want to think about repeating the steps outlined in step 2 and analysing whether further action is required. You could consider the following:

- conducting lessons learned interviews or focus groups to identify the design process's impact on staff

- reviewing the values-based surveys and discussing any changes in the team

- reviewing the process you followed against the activities, milestones, measurements and key performance you set out to achieve with individual staff members.

Whether the steps you have taken are for the full organisation or your team, the same principles apply to help your staff understand professionalism, increase their awareness of personal and shared responsibility for the environment in which they work, and to increase their confidence in identifying, raising and responding to concerns of unprofessionalism in the workplace.

And finally, remember that culture change takes time, and evaluation is an ongoing, continuous process.

"Staff want their voices to be heard. An acknowledgment of their feelings by a genuine and caring listener has been the single most important intervention so far"

Dr Makani Purva, anti-bullying ambassador and consultant anaesthetist at Hull University Teaching Hospitals NHS Trust.

Top tips for improving professionalism in your organisation

1

Acknowledgement

Encourage your organisation to sign up to the Social Partnership Forum's ⬀ collective call for action to work in partnership with staff and trade unions. This will make a clear statement that you acknowledge the challenges within the organisation and are willing to take the steps to creative a positive workplace culture by being explicit about what the organisation expects and does not expect in terms of professionalism.

2

Demonstrate to your staff that you value them

Improve the visibility of management and competence of managers within your organisation. Run mandatory briefing sessions for all managers to improve skills and outline what is expected of them in the organisation's new culture.

3

Role modelling

Role model the behaviours you expect of staff in your organisation and play a visible role in driving the new culture, to demonstrate the behaviours expected of staff.

4

Accountability

Establish clear understanding of your organisation's values and behaviours and identify objectives for the trust of how you wish to improve or maintain these. Ensure all staff understand their part in the delivery of these objectives and incorporate the values and behaviours in your annual appraisal processes.

5

Openness

Create an open environment where staff can be frank about issues and challenges within their teams including with management. Discussing and addressing issues at an early stage will help reduce the overall impact on the individual, team and organisation. Challenge and manage any unprofessional professional behaviours as soon as they occur, remembering to explore the effects it can have.

6

Support

Provide feedback and support to staff around behaviours. Remember feedback should be accurate, timely and focus on both positive and negative behaviours, not personalities. Recognise when conflict arises and when to escalate for support. If mediation is required ensure that it is facilitated by a professional who is external to the team and respected by both parties.

Further support

There are many sources of support and information to further assist you in the management of unprofessional behaviours. The ⬈ Acas bullying and harassment guide for managers offers practical advice to employers to help them prevent bullying and harassment and to deal with any cases that occur. You can also learn how to approach these situations in the right way and discover the possible implications of not addressing problems quickly and effectively by completing the free ⬈ Acas e-learning module on bullying and harassment.

Freedom to Speak Up contacts

This is the ⬈ national directory for Freedom to Speak Up Guardians appointed in all NHS trusts and foundation trusts.

British Medical Association Helpline

If you are a BMA member with an employment query you can contact their ⬈ advisors.

Royal College of Nursing Helpline

If you are a RCN member you can contact their ⬈ advisors.

Useful resources

⬈ Acas – bullying and harassment

⬈ Acas – free e-learning modules

⬈ BMA- How to address bullying and harassment at work

⬈ Civility Saves Lives

⬈ Developing values, behaviour and culture in the NHS

⬈ Do OD app and culture change tool

⬈ General Medical Council professional behaviours and patient safety training programme

⬈ Institute for Employment Studies – supporting line managers to foster engagement

⬈ Learning styles questionnaire

⬈ NHS Constitution

⬈ NHS Employers Behavioural Framework

⬈ NHS Employers Health and Wellbeing pages

⬈ NHS Employers – Tackling bullying in the NHS

⬈ NHS Improvement – creating a culture of compassionate and inclusive leadership

⬈ People performance management toolkit

⬈ Professor Megan Reitz: importance of speaking up and listening up

⬈ Roger Kline: Bullying: the silent epidemic in the NHS

⬈ Royal College of Obstetricians & Gynaecologists – undermining toolkit

⬈ Royal College of Surgeons of Edinburgh – anti-bullying and undermining campaign

⬈ Sir Robert Francis QC's: Freedom to speak up review

⬈ Social Partnership Forum's creating a culture of civility, compassion and respect.

⬈ Tackling bullying in ambulance trusts: a guide for action

⬈ The Point of Care Foundation – Schwartz Rounds

⬈ Workplace bullying: measurements and metrics to use in the NHS

NHS Employers

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The NHS Employers organisation is the voice of employers in the NHS, supporting them to put patients first.

We actively seek the views of employers on key workforce issues and use our expertise to support them to develop a sustainable workforce, improve staff experience and provide high quality care to patients. We influence workforce policy at regional, national and European levels and turn policies into practical workable solutions.

NHS Employers is part of the NHS Confederation.

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