

Culture change and mitigating the risk of unprofessional behaviours in the NHS

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Working with doctors Working for patients

The problem

There is an established body of evidence demonstrating the harmful impact of unprofessional behaviours on patient safety.

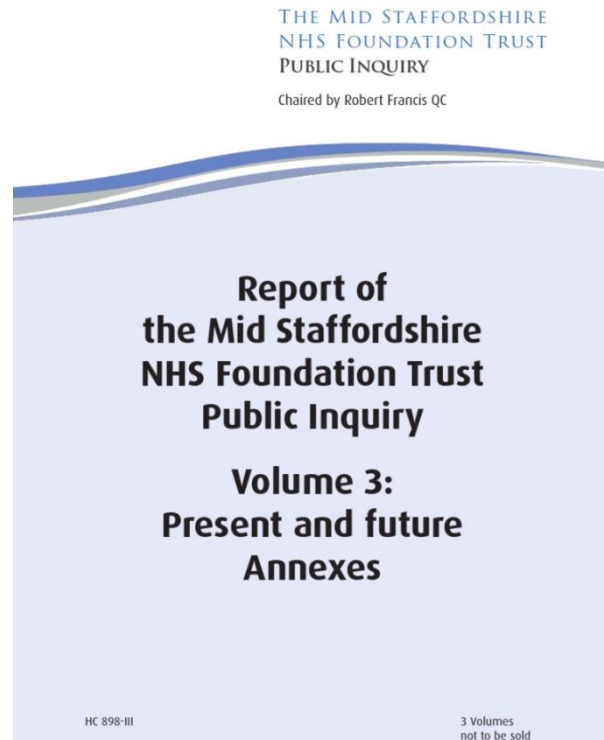
Our guidance says that doctors have a responsibility to challenge unprofessional behaviour of colleagues but we know they find this difficult in practice.

It affects everyone working in healthcare

The Report of the Morecambe Bay Investigation

Dr Bill Kirkup CBE

March 2015



BULLYING AND HARASSMENT AT THE LEWISHAM AND GREENWICH NHS TRUST An Independent Inquiry Report

This document contains the report of the Investigating Officer in pursuance of
the Terms of Reference set by
Ben Travis, CEO, Lewisham and Greenwich NHS Trust



Andrew Gent
Director

The scale of the problem

- It's at unacceptable levels
 - NHS staff survey 2018 : bullying, undermining and harassment getting worse
- Trainees are seriously impacted
- Bystanders are affected too
- The financial costs are mounting
- It's a patient safety issue



Bullying and harassment of health workers endangers patient safety

November 4, 2018 7:18pm GMT

Bullying in the medical profession not only affects staff, but also places patients in danger. From shutterstock.com

The challenge of speaking up

58% of attendees said they were not at all confident or were unsure they'd be supported by clinical and other leaders if they raised a serious concern in their organisation





It is important **to rehearse** your response to ethical dilemmas such as bullying in the same way you practise medical procedures


Our mission

To help doctors and employers improve patient safety through training that promotes professional behaviours and develops individual's skills and confidence in challenging unprofessional behaviours

Aims of this programme

- 
- Identify unprofessional behaviours in practice and understand the impact of these behaviours on patient safety

- 
- Develop individual skills to deal with unprofessional behaviours that have potential to cause harm

- 
- Practice skills and create the right environment for professional practice – 'just culture'

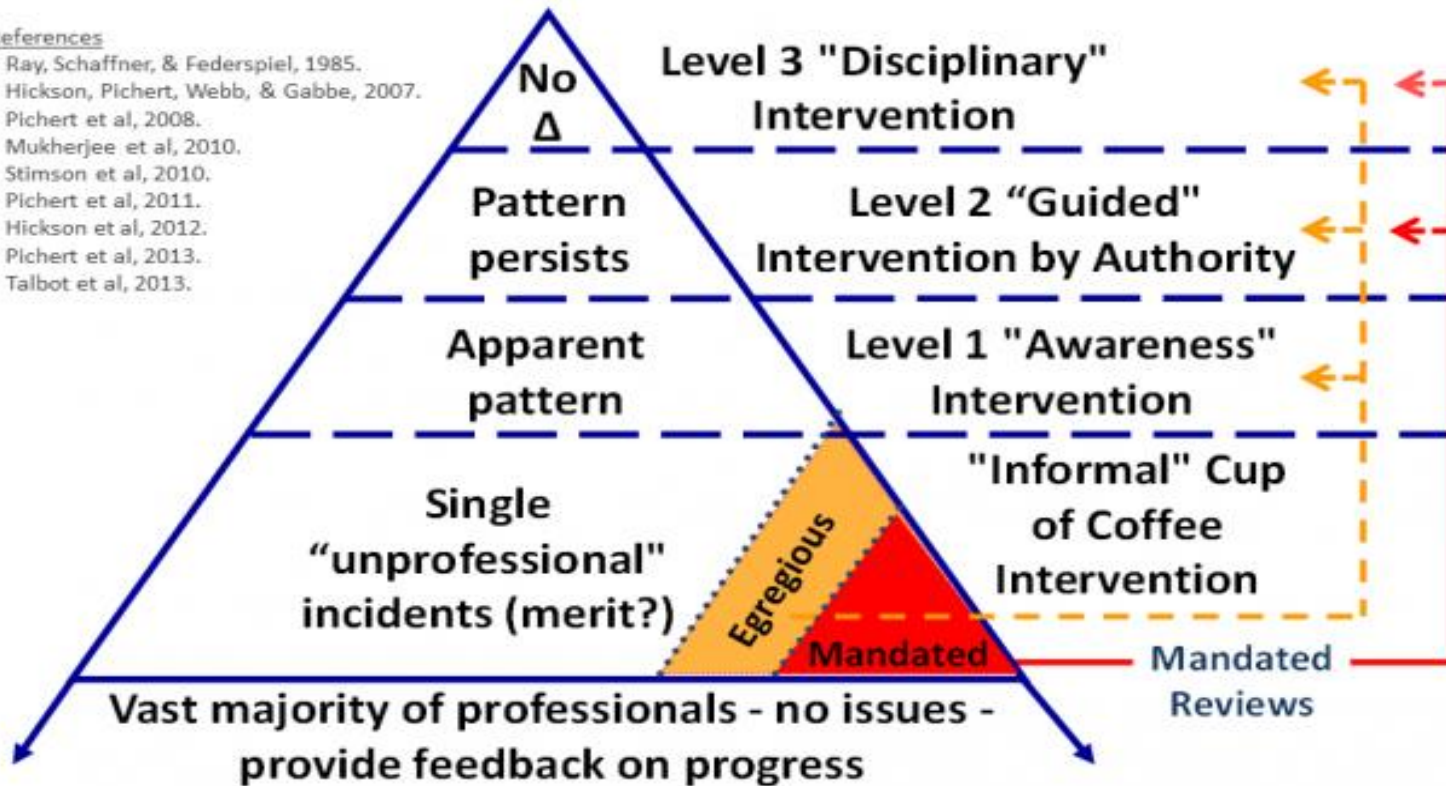
Vanderbilt model

References

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Adapted from Hickson, Pichert, Webb, & Gabbe. Acad Med. 2007. ©2013 Vanderbilt Center for Patient and Professional Advocacy

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This stuff works



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Working with organisations

- **Full buy-in**, starting with senior team
- Commitment to creating a **culture of speaking up** where nothing is too big or too small
- **Same standards** are expected of everyone
- Escalated issues are **appropriately managed**

Working with individual doctors

What?

What is the problem?

How do we identify it?

So what?

So what skills do we need to deal with the problem?

Now what?

Now what do we need to do to create the right culture going forward?

"Behaviors that undermine a culture of safety threaten trust and therefore must be addressed fairly, quickly, and in a measured way."

Dr Gerry Hickson

Senior Vice President for Quality, Safety and Risk Prevention; Joseph C. Ross Chair for Medical Education and Administration; Professor of Pediatrics.