# Growing our culture of kindness: Civility Toolkit

October 2021

Guide for Champions and Professional Midwifery Advocates (PMAs): how to use this Toolkit

We hope that as part of your role you will be champions of workplace civility: this is a critical step in growing our culture of kindness. This Toolkit outlines some actions you could take to establish yourself as a civility champion within your workplace.

Suggestions

1. **Connect with other civility champions or team members:** talk through the Toolkit as a team of Champions and PMAs, agree how you would like to approach it as a team and provide feedback so we can finalise this Toolkit and launch it to system leaders.

2. **Nominate someone from within your team to oversee the implementation of ideas within this Toolkit.** We recommend this should be a senior leader with a strong influence over workplace culture.

3. **Build your personal knowledge of civility:** look through the Workplace Behaviour Toolkit, which was developed in collaboration with Royal College Obstetricians & Gynaecologists, Royal College of Midwives and Civility Saves Lives. It is comprised of eight online modules and includes tools to:
   - support the development of a positive workplace culture
   - support you when you encounter poor workplace behaviours
   - strengthen your skills and confidence in 'speaking up'
   - promote an understanding of what poor workplace behaviour looks like and its impact on individuals, teams, organisations and importantly the women and families we care for.

4. **Engage other team members:** meet with senior leaders to share this Civility Toolkit and discuss whether there are any ideas that could be taken forward within your workplace. Make sure you agree who could help to roll them out - you shouldn't have to do this all on your own!

5. **Develop a plan and roll out ideas within your workplace.** Tools that may help you with your planning are in appendix 1: project plan

6. **Share your experience of promoting a culture of kindness at PMA or Champions meetings.** If you want any help or advice in the meantime, please reach out to england.capitalmidwife@nhs.net or the CapitalMidwife Champions WhatsApp group for ideas and support.

7. **Share any ideas and examples of good practice with CapitalMidwife:** england.capitalmidwife@nhs.net.

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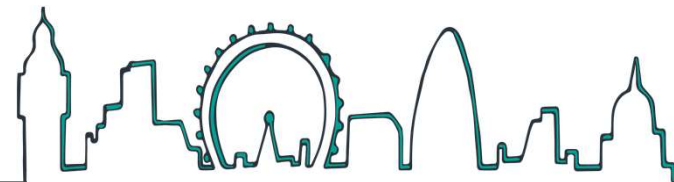
Why is civility so important?

Working as a midwife can be stressful at the best of times, and since March 2020 we have all been under extraordinary pressure trying to support women and babies through a pandemic while health services are overstretched. Not only have our normal ways of working been turned upside down, our personal lives have been deeply impacted: all of us have had to overcome significant challenges. It has been a lot to deal with and we cannot underestimate the impact that fear and stress will be having on us, our colleagues and the people we care for.

Stress negatively affects the way we act towards each other. When we feel scared or anxious we are more likely to lose our tempers, be rude and say or do things we normally wouldn't. Sometimes we may not even be aware that were are exhibiting these behaviours. Research has shown that rude behaviour (incivility) within a clinical setting has a significant adverse impact on staff performance and patient health outcomes. As clinical professionals it is part of our duty of care to acknowledge this fact, become more conscious of how our internal world may be impacting our external world, and take steps to care for ourselves and the people around us.

CapitalMidwife has been focusing on growing our culture of kindness, and this Toolkit is a quick-reference guide of best practice to help us to grow that culture by embedding civility within our maternity units.

It is based on content from the CapitalMidwife webinars, ideas from CapitalMidwife Champions, PMAs and the programme's steering group, and incorporates thinking from the NHSE/I Civility and Respect Toolkit. Thank you to everyone who has contributed their ideas and knowledge. We are positive that implementing any one of these ideas within your workplace will lead to happier, healthier midwives and improved outcomes for the families we care for.

Kate Brintworth
Regional Chief Midwife for London

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In this TEDx talk, Chris Turner explains how incivility nearly cost the life of a four year old girl.

INCIVILITY THE FACTS

WHAT HAPPENS WHEN SOMEONE IS RUDE?

80% of recipients lose time worrying about the rudeness

38% reduce the quality of their work

48% reduce their time at work

25% take it out on service users

Less effective clinicians provide poorer care

WITNESSES
20% decrease in performance
50% decrease in willingness to help others

SERVICE USERS
75% less enthusiasm for the organisation

Incivility affects more than just the recipient
IT AFFECTS EVERYONE

CIVILITY SAVES LIVES

The price of incivility. Porath C, Pearson C. Harv Bus Rev. 2013 Jan-Feb;91(1-2):114-21, 146.

Contents

Idea 1: Communicate why civility is important

Build your team's awareness of the importance of civility and the impact it has on staff wellbeing and patient outcomes: this will encourage people to practice civility and help them understand why any other changes recommended within this Toolkit are being made.

Suggestions

- Meet with senior leaders to ensure they have information about why civility is important and can help to spread these messages to other team members.
- Think through all of the different ways your team communicates – for example team meetings, newsletters or noticeboards. Arrange for content about civility to be communicated through all of these channels over the space of a month.
- Consider holding a coffee morning focused on civility at the same time as your other communications are being shared.
- Consider bringing the team together to assess workplace civility (further information on page 7).
- When new staff join your team, make sure they are provided with information about civility as part of their induction.
- Consider introducing a behavioural framework: a document outlining core behaviours that are expected of staff, which are based on the values of respect and support. The framework should define 'how' staff are expected to approach their work and sit alongside 'what' staff do according to job descriptions

Materials

Flyer and poster: This poster can be pinned on noticeboards, or handed out as a flyer (appendix 2)


Video: Share this video from Epsom and St Helier University Hospital NHS Trust with your team

Key messages: these messages can be copied and adapted for all of your communications.

- Civil work environments matter because they reduce errors, reduce stress and foster excellence
- Respect the team. Civility saves lives
- Civility can improve staff wellbeing and patient outcomes
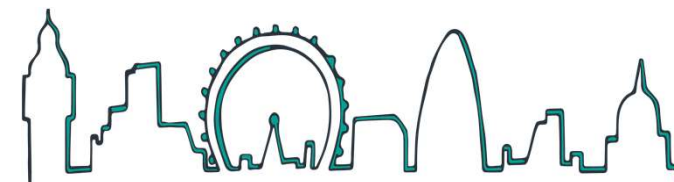
Idea 2: Assess and monitor civility

The Workplace Civility Index is a reliable tool to measure civility in a workplace. It may be completed as an individual exercise or as a team. Assessing civility within your maternity unit will help you understand where improvements need to be made and provide a benchmark for monitoring progress.

## Assessing civility at Kingston Hospital

Staff at Kingston Hospital completed the Clark Workplace Civility Index. The exercise was supposed to be confidential, however it encouraged colleagues to talk openly about their perception of their workplace culture and discuss ideas on how to improve civility in the workplace.

Materials

We have put the Workplace Civility Index (appendix 3) into an easy-to-use format, to help you gather feedback from colleagues.

Suggestions

- If you wish to make the process anonymous, you could either ask people to fill out an online survey (trying using a platform like Microsoft Forms), or ask people to write their responses and post them in a ballot box.

- Consider undertaking the civility index on a regular basis (perhaps yearly), so you can assess whether changes you have put in place may be having an impact and identify new areas to focus on.

- When discussing civility as a team, ask how civility looks different across different cultures, and within your diverse team. Build everyone's awareness of the need to recognise and accept cultural differences.

- You could encourage staff to be honest and point out areas in day-to-day working that may need attention. You could use a behavioural self-assessment tool to do this, you could also consider incorporating this tool into annual appraisal reviews.

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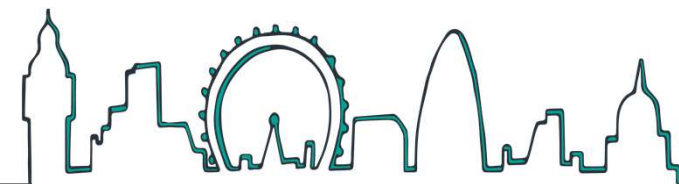
Idea 3: Implement a 'first name / real name' approach

Using first names at work promotes a culture of respect and dignity. Research has shown that consultants who welcome use of their first name are seen as more approachable[1]. It is also important to ensure people feel supported to use their real names: colleagues who experience racism often change their name in order to assimilate, but it should be our workplace that adapts to ensure they can be themselves.


First names at Kingston

In Kingston's maternity services, a first name policy has been successfully introduced and has been described as the 'single most effective way of improving non-technical skills'. The approach has improved communication, flattened hierarchies, reduced confusion in an emergencies and improved team morale and team working.

## Real names at East London Foundation Trust
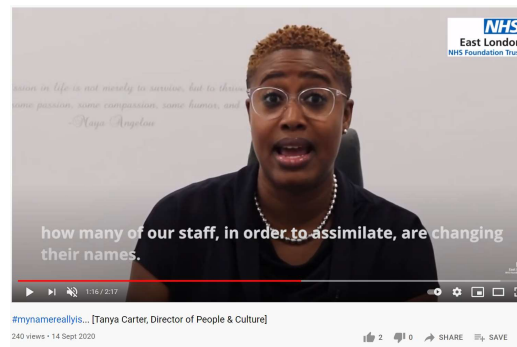
The "Hello, My Name Really Is…" campaign was launched in 2020 by East London NHS Foundation Trust. Staff were encouraged by the Trust's Director of People and Culture to go on social media and use #mynamereallyis to share their real name, to start using it within their workplace and to tell people where their name comes from.

This approach has also been encouraged by actress Tanyaradzwa (Thandiwe) Newton.

Suggestions

- As an icebreaker exercise during team workshops or events ask people to share their name and explain its origin and meaning.
- Gently remind colleagues of the first name approach in instances where it is forgotten – it may take some time for people adapt to this new way of working.
- Be sensitive to the fact that colleagues who experience racism may still choose not to use their real name.

[1]https://www.rcpjournals.org/content/clinmedicine/20/4/e48
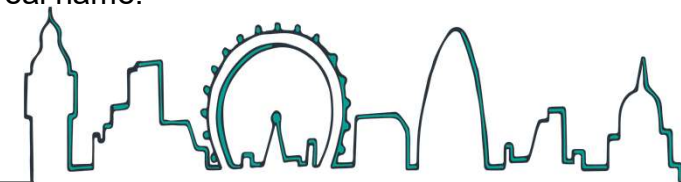
Idea 4: Recognise and reward colleagues

Taking the time to recognise colleagues who are working hard improves staff morale and team working, and can support the sharing of best practice and improved clinical outcomes.

Examples

- Barking, Havering and Redbridge University Hospitals NHS Trust have a team of Midwifery Ambassadors who **encourage staff from all wards to nominate colleagues for excellent work**. They use the Padlet app, which is easy for staff to access through their phones. At the end of the month everyone who has been nominated receives a small token of recognition.

- CapitalMidwife asks all midwives to **use #CapitalMidwife on social media to nominate colleagues who show exceptional kindness and compassion.** These nominations are all responded to, retweeted, shared with the CapitalMidwife steering group – made up of leaders from across the London Maternity System – and communicated at CapitalMidwife webinars.

- **Leicester Royal Infirmary set up an online GREATix reporting tool**, similar to incident reporting tools like IR1 or Datix, but where positive rather than negative incidents are reported. Any staff member can submit an online nomination if they observe excellent practice from another member of staff or team. The nomination is then reviewed and direct feedback sent to the individual. GREATix themes or valuable learning examples are discussed at a monthly multidisciplinary education and governance meeting. It has had a significant clinical impact by cascading interventions that improve patient care. Staff members of all professional backgrounds and multiple specialities have commented on its positive effects. [Read the full case study here.](#)


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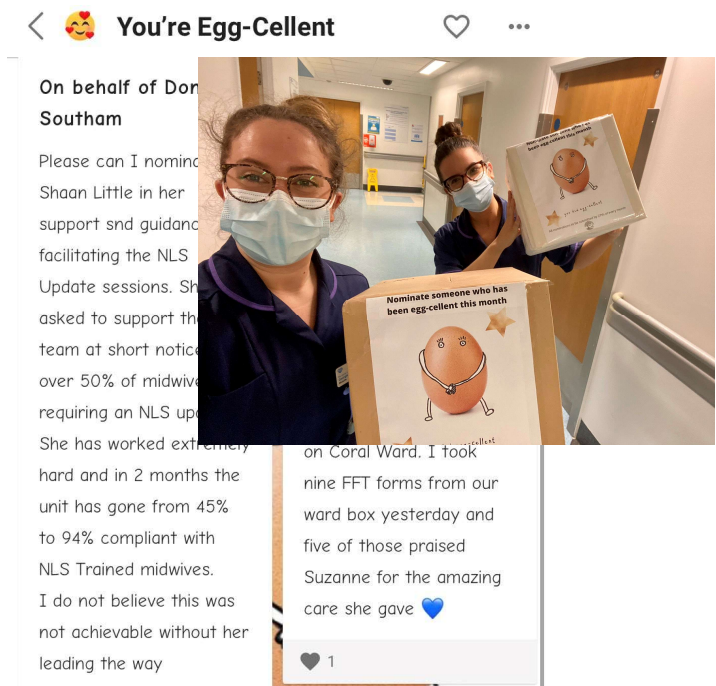
Giving recognition doesn't have to be related to someone's performance…

- **You've Been Mugged' is a way of sharing joy by leaving a mug-filled surprise on someone's desk.** Mugs can be filled with all kinds of goodies: from tea and sweet treats to bookmarks and pens. You can either coordinate it centrally, or set it up so the person who has been mugged then refills and "mugs" someone else.

- Ensuring midwives can take breaks will reduce stress, improve productivity and create a happier workforce. **Consider what more can be done to prioritise breaks within your workplace.** Is break time protected? Are there appropriate facilities that are out of earshot of the emergency bell, with a table and comfortable seating, and access to healthy food and kitchen equipment?

- **Set up a Random Coffee Appointment system:** each month colleagues who have signed up to the system are randomly paired up so they can get together to have a coffee. It is an opportunity for them to pause in their normal working day and build new or stronger relationships. It recognises the fact that work is not just about caring for patients – it's about relationships and enjoying each others' company.

Materials

- Use the flyer in appendix 4 to promote the #CapitalMidwife campaign
- Print off this label in appendix 5 to start 'You've been mugged' in your workplace

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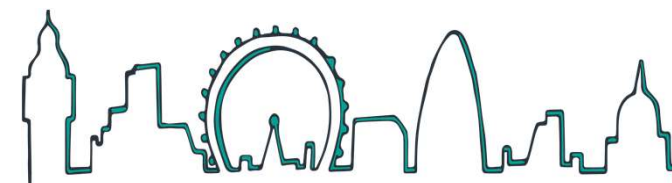
Idea 5: Encourage 'wobbling'

It is important that staff feel supported to express their emotions. Expressing our feelings allows us to process challenging situations and respond effectively more quickly.
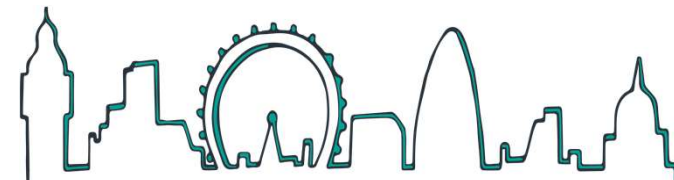
Kingston Maternity actively encourages staff to 'wobble'. It has:

- **Set up a wobble room** (can also be known as a 'rainbow room', 'quiet room', 'relaxation room' and 'wellbeing centre'), a dedicated space where staff can visit when they are feeling overwhelmed or stressed. Research has shown that staff who have used such quiet spaces found reported higher levels of positive wellbeing, job satisfaction and engagement with work[1]. Wobble rooms can include snacks and pampering treats, information and links to other wellbeing services and even multisensory equipment designed to reduce stress.

- **Set up a virtual wobble room on Microsoft Teams**. This is for staff who don't have access to the physical space, here they can post concerns or issues arising, which are discussed during team meetings and then responded to. Positive stories are also encouraged

- **Support staff to vent in the PMA's office when they are feeling angry.** Behind closed doors staff can talk about their frustrations, and sometimes write these down on a 'rage page' or an 'events and feelings log'. If it's important they will consider how to deal with it, if it's unimportant they can then rip it up and throw it in the bin.

Virtual Wobble Room

Materials

- How to set up a Calm Room: A guide by Leeds Teaching Hospital NHS Trust
- Where's your #WobbleRoom? – a blog on how to set up a wobble room
- Nursing Times article on wobble rooms

- Template for virtual wobble room (appendix 6)
- Example 'rage page' (appendix 7)
- Flyer to promote wobble spaces (appendix 8)

[1]Blake et al. (2020) "COVID-Well: Evaluation of the Implementation of Supported Wellbeing Centres for Hospital Employees during the COVID-19 Pandemic"

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Idea 6: Empower people to become active bystanders

An active bystander is someone who is willing to challenge inappropriate behaviour that they may experience or witness in the workplace. This behaviour could include eye-rolling, ignoring someone's question or a derogatory comment. It is often experienced by people in marginalised groups. Empowering people to become active bystanders will help to ensure that incivility is challenged effectively when it occurs, and will help to establish clear boundaries for acceptable behaviour within your workplace.

## Active bystander training at Imperial College Healthcare Trust

Imperial College Healthcare Trust runs active bystander training for all staff, this is done through an external training company - the Active Bystander Training Company Ltd - and goes hand-in hand with creating an environment where it is safe for staff to speak up.

Resources

- How to intervene: the 4 D's of being an active bystander
- The Active Bystander Training Company Ltd

Suggestions

- **Become an active bystander yourself:** familiarise yourself with the principles and begin practicing it within your workplace.
- **Roll out training for staff:** meet with leads within your maternity unit or Trust to discuss active bystander training and see if it is something that could be set up for staff.
- **Consider cultural differences:** hold a discussion within your team and ask how civility looks different across different cultures, and within your diverse team. Build everyone's awareness of the need to recognise and accept cultural differences.
- **Ensure you have a culture where people are encouraged to speak up:** if this could be improved, roll out active bystander training conjunction with promoting people to speak up (page 13), and consider whether an online reporting system may be useful.
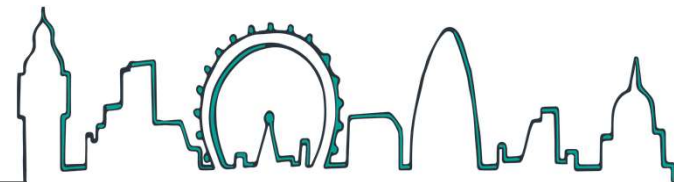
Idea 7: Promote speaking up

Speaking up about concerns or issues, or making suggestions for improvement, protects staff and patient safety and experience, however staff are cautious about speaking up. Try to develop a culture where speaking up is actively encouraged.

Suggestions

- **Find out who your Freedom to Speak up Guardian is and share their information with staff.** Every organisation has a Freedom to Speak Up Guardian who supports colleagues to speak up. They also have a proactive role, working in partnership with other parts of the organisation such as complaints, incidents, staff feedback and others locally. Many staff are not aware of them, so ensure they are visible by displaying their contact details within the unit and communicating them to new colleagues during their induction.

- **Train all new and existing staff about the importance of speaking up:**

  The Freedom to Speak Up programme is available online to everyone who works in healthcare. It explains in a clear and consistent way what speaking up is and its importance in creating an environment in which people are supported to deliver their best. It will help staff understand the vital role we can all play and the support available to encourage a healthy speaking up culture for the benefit of patients and workers.

  Courageous Conversations is a free NHS reflective guide that empowers staff to face and hold courageous conversations.

University of West England Report and Support Tool

As well as offering active bystander training, The University of West England has a web page dedicated to encouraging people to be active bystanders, and provides an online Report and Support tool for students to use if they have experienced or observed something that doesn't feel right. The tool enables students to report experiences anonymously if they wish, and is accompanied by signposting to supportive guidance and services.

Materials

- How To Speak Up (National Guardian's Office)
- Flyer template to promote your Freedom to Speak up Guardian/s (appendix 9)
- Freedom to Speak up online training programme
- Courageous Conversations reflective guide

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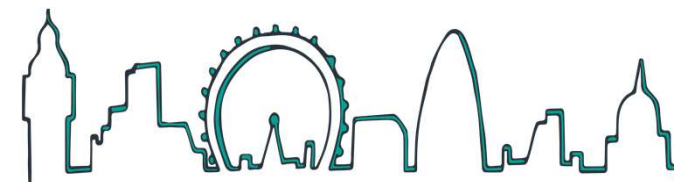
Idea 8: Promote good self-care

Encouraging staff to look after their own wellbeing and promoting the behaviours and tools to do so will reduce stress within the workplace and decrease incidents of incivility.

Suggestions

- **Focus on your own self-care**: put on your own oxygen mask before trying to help other people. Use this underlined:[self-assessment tool]to review how well you are caring for yourself, complete this [self-reflection exercise]from the RCM to assess how you may be displaying incivility, familiarise yourself with self-care tools and techniques, including the [Good Thinking] website, and start making positive changes wherever you can.
- **Promote the importance of [Health and Wellbeing Conversations]for all staff.**
- **Review what self-care tools and techniques are promoted within your workplace**, and consider whether more could be shared. Meet with senior leaders make sure they have information about self-care tools and techniques and can help to spread these messages to other team members.
- **Consider running a self-care awareness campaign within your team.** You may want to coincide with self-care awareness week (15 – 21 November 2021). You could hold a coffee morning, get team members to assess their own self-care, and promote self-care tools and techniques through your communications channels, or hold a resilience workshop.
- **Build self-care into induction processes:** When new staff join your team, make sure they are provided with information about the importance of self-care, a self-care assessment and are signposted to self-care tools and techniques as part of their induction.
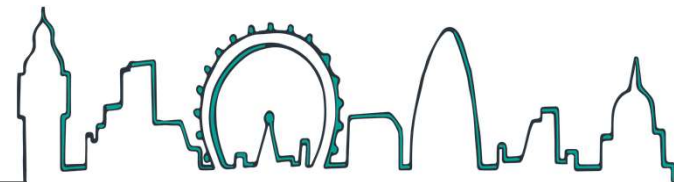
Resources

- [Self-care assessment worksheet]
- [RCM self-reflection exercise]
- [Good-thinking.uk]is an NHS service to support Londoners' health and wellbeing. You can carry out self-assessments for specific issues including sleep, anxiety, low mood and stress, and be signposted to clinically-approved resources.
- Finding calm amongst the chaos: A short collection of [videos produced by NHS] is designed to provide you with simple tools and techniques to reduce stress wherever you are and effectively using what little time you may have to attend to it.
- [Project 5]: Up to three free, confidential support and wellbeing sessions for all healthcare support workers with professionals including coaches and health and social care workers
- [Learn how to provide psychological first aid]for people experiencing mental health challenges in the wake of the pandemic
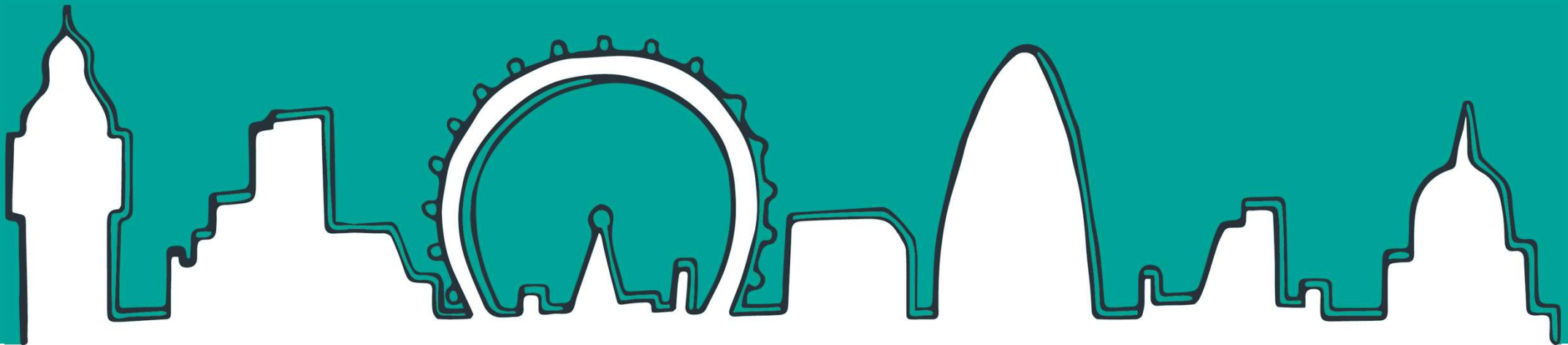- [What to do if you are accused of being a bully]: a guide by the National Bullying Helpline
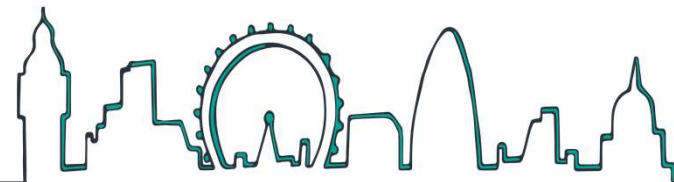
References and further resources

- Civility saves lives: https://www.civilitysaveslives.com/

- CapitalMidwife 'growing our culture of kindness' webinar series: https://www.youtube.com/channel/UCuOquYbdFq4eudUHBVmzbcQ

- Royal College of Obstetricians and Gynaecologists Workplace Behaviour Toolkit: https://www.rcog.org.uk/en/careers-training/workplace-workforce-issues/workplace-behaviour/toolkit/

- NHS Supporting Our Staff toolkit (Condensed version of the full and interactive Civility and Respect Toolkit) https://www.socialpartnershipforum.org/media/177303/Shortened-Version-Civility-Respect-Toolkit-v5.pdf

Appendices

If you would like to receive any of the resources in the appendix as a separate document, please email england.capitalmidwife@nhs.net

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Project Plan

| Task	Person responsible	November					December				January					February				March			
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Everyone benefits from kindness

Kindness at work leads to:

Improved staff happiness and wellbeing

Improved patient outcomes

Improved job satisfaction
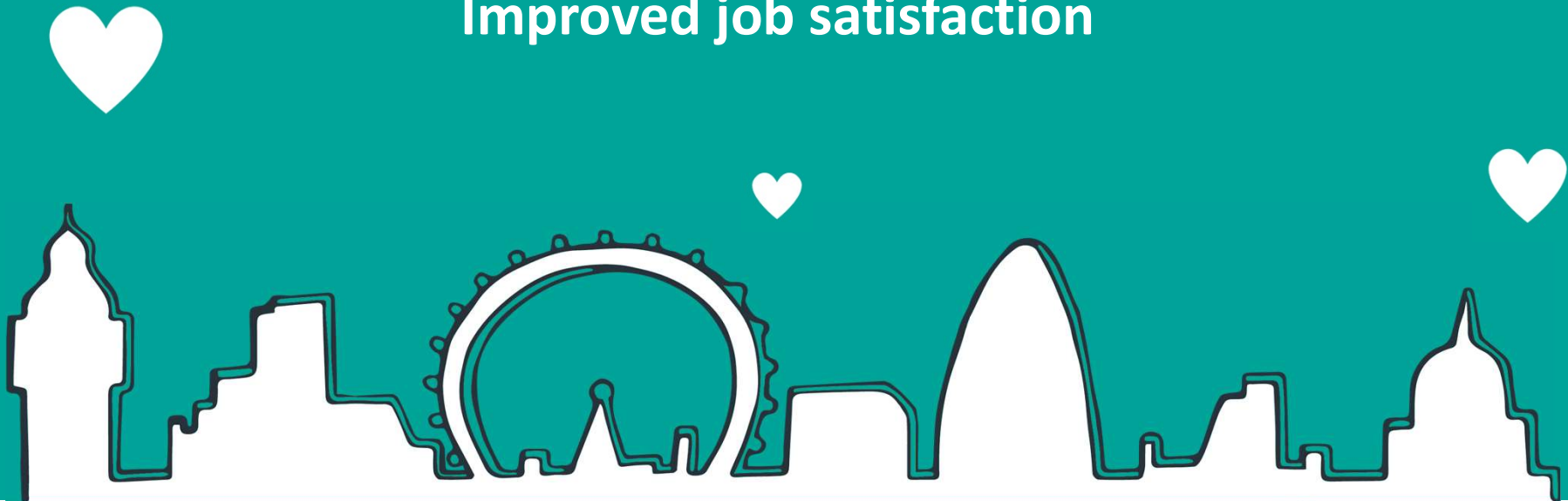
CAPITAL midwife

Clark Workplace Civility Index

Introduction

The Clark Workplace Civility Index allows you to assess the level of civility in your workplace. Typically, the index is completed on an individual basis and is confidential. However, it can also be used to open up conversations about civility within the workplace - you could have a discussion with your colleagues about their perception of their workplace culture, discuss ideas on how to improve civility in the workplace and complete this index as a team.

How the index works?

There is a series of 20 statements which you and your colleagues should consider and answer "yes" or "no" to.

At the end, you will add up all the "yes" responses and score your civility index as below:

18 - 20 (90%) - Very civil
16 - 17 (80%) - Civil
14 - 15 (70%) - Moderately civil
12 - 13 (60%) - Minimally civil
10 - 12 (50%) - Uncivil
Less than 10 - Very uncivil

Number	Statement	Yes/No
1	You assume goodwill and think the best of others	
2	You include and welcome new and current colleagues	
3	You communicate respectfully (email, online, phone, face to face) and really listen	
4	You avoid gossip and spreading rumours	
5	You keep confidences and respect others' privacy	
6	You encourage and mentor others	
7	You avoid abusing your position or authority	
8	You use respectful language (no racial, ethnic, sexual, age, religiously-biased terms)	
9	When attending meetings, you arrive on time, participate, volunteer, and share the work	
10	You avoid distracting others (misusing media, side conversations) during meetings	
11	You avoid taking credit for someone else's ideas/work/contributions	
12	You acknowledge others and praise their ideas/work/contributions	
13	You take personal responsibility and accountability for your actions	
14	You speak directly to the person with whom you have an issue	
15	You share pertinent or important information with others	
16	You uphold the vision, mission and values of your organisation	
17	You seek and encourage constructive feedback from others	
18	You demonstrate approachability, flexibility, openess to other points of view	
19	You bring your 'A' game and a strong work ethic to your workplace	
20	You apologise and mean it when the situation calls for it	

Share the love

Do you know a colleague who has shown exceptional kindness and compassion? Nominate them as a #CapitalMidwife on social media now.
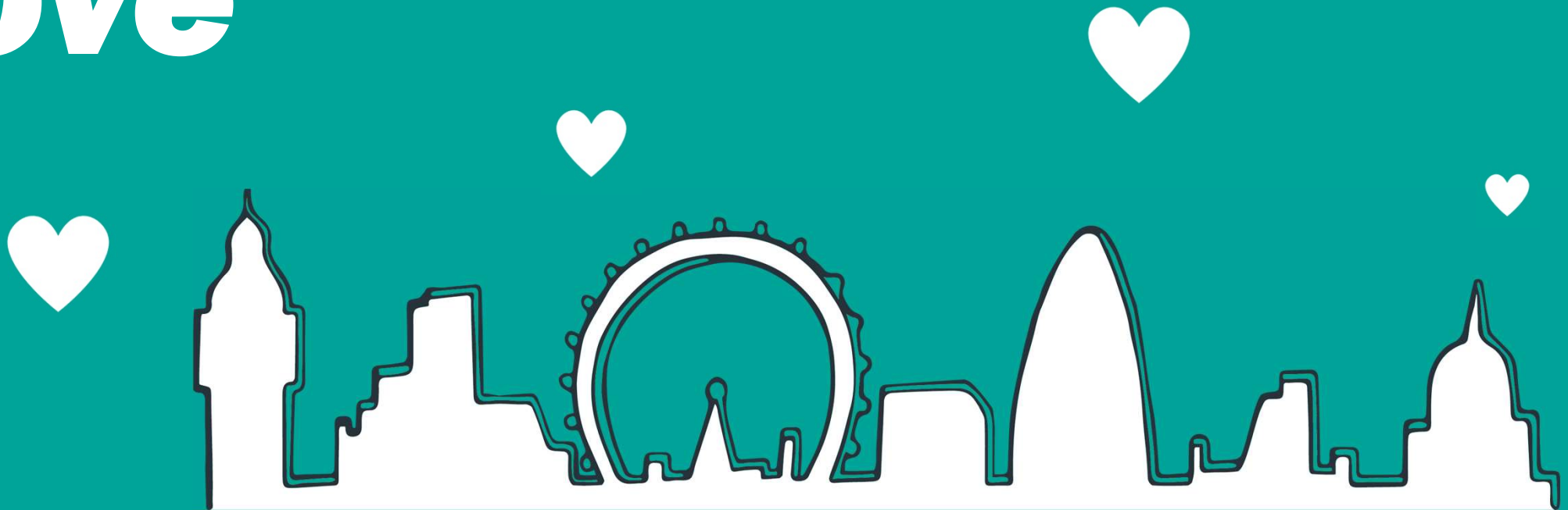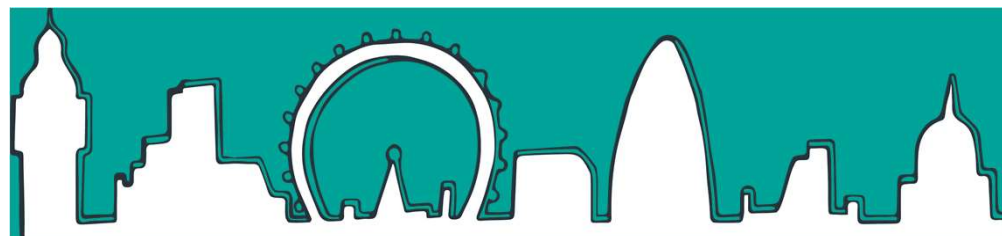
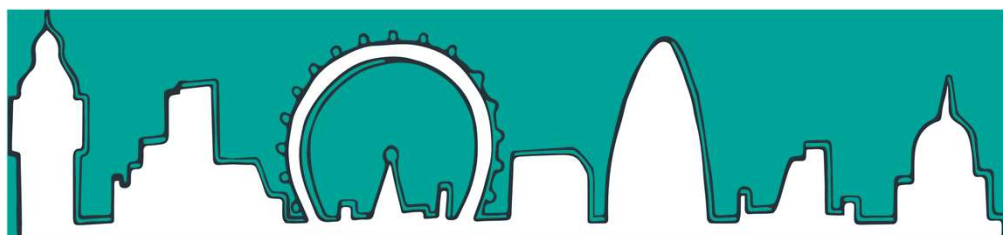CAPITAL midwife
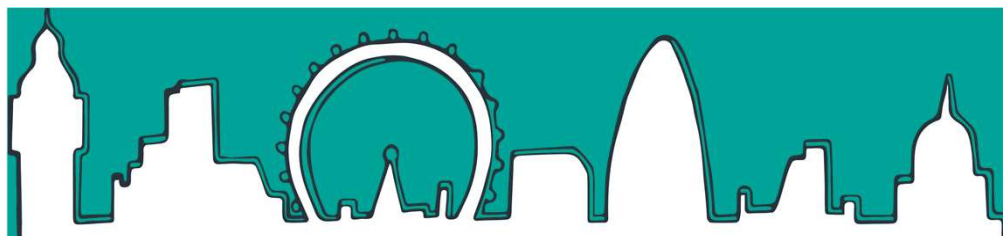
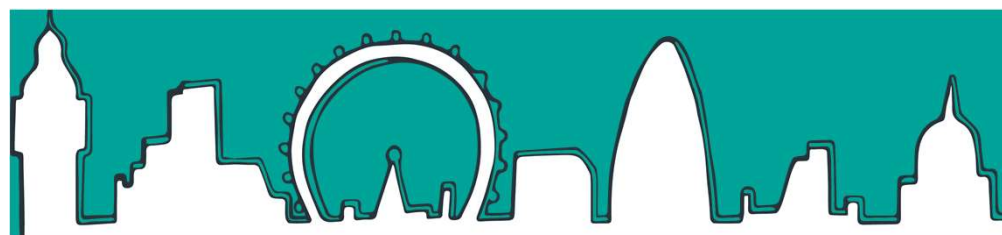**CAPITAL midwife**

You have been #mugged

Someone thinks you're doing an awesome job and wanted to make your week a bit brighter!

CAPITAL midwife

You have been #mugged

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CAPITAL midwife

You have been #mugged

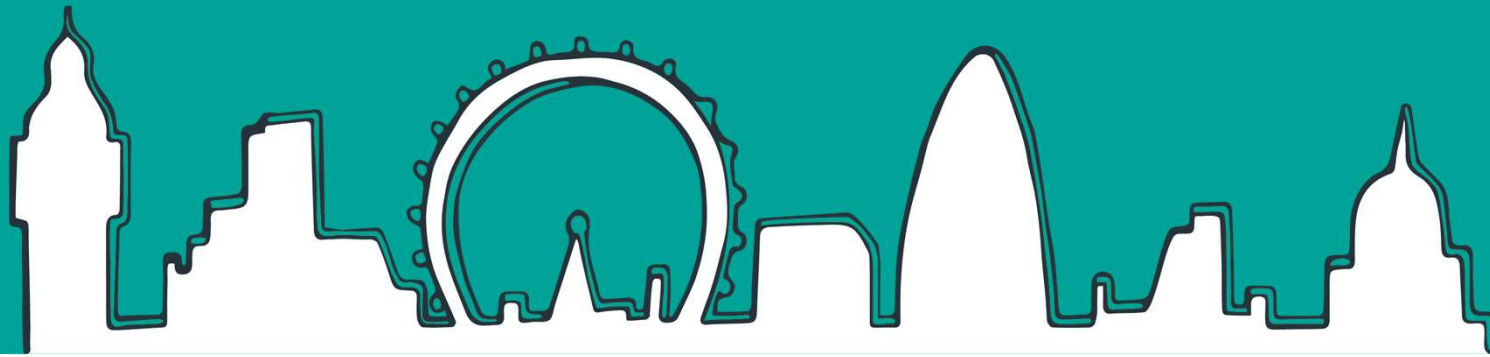Someone thinks you're doing an awesome job and wanted to make your week a bit brighter!

CAPITAL midwife

You have been #mugged

Someone thinks you're doing an awesome job and wanted to make your week a bit brighter!

Virtual Wobble Room Template

Title	Date added	Name of contributor	Concerns/Issue	Response	Status

RAGE page – for when you need to *#%!
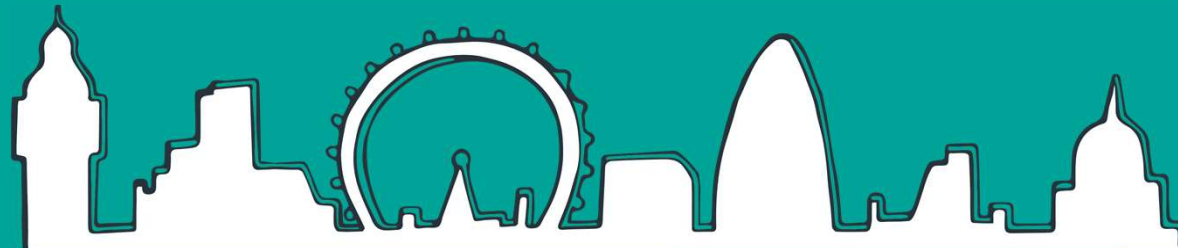
Wobble Room

What is a wobble room?

A space where staff can visit when they are feeling overwhelmed or stressed.

Insert details of your wobble room here

Opening times
Location
Available amenities e.g. refreshments etc.

CAPITAL midwife

Freedom to Speak Up Guardians

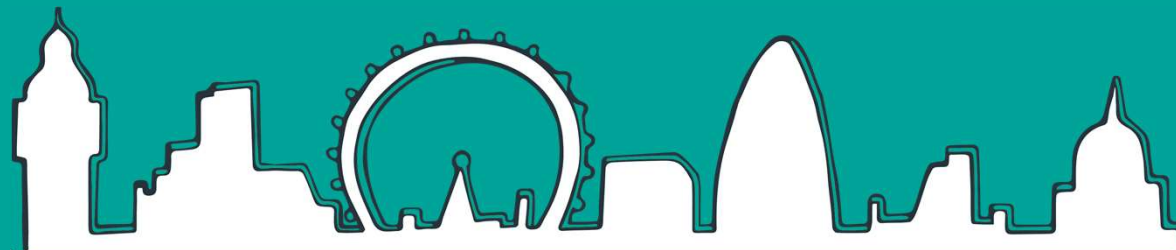## Your Freedom to Speak Up Guardians are:

Photo

INSERT NAME

INSERT CONTACT DETAILS

Photo

INSERT NAME

INSERT CONTACT DETAILS