Civility and respect

A guide for RDaSH collegaues

Civility at RDaSH

Here at RDaSH we have an ambition to make our organisation a truly outstanding place to work. For this to happen we know that our colleagues need to feel valued and respected. There are many lovely stories of Trust colleagues being kind and respectful towards each other, however there are also instances where this is not the case. This is where talking about civility and respect can help.

Incivility can take many forms and is often subtle, for example abrupt emails, belittling, undermining, raised voices, gossiping, tutting or eye rolling. It can be easy to overlook these behaviours because of working in a busy, pressurised environment. However, we want to make it clear that they are not in line with our Trust values of Caring and Safe, Open, Progressive, Passionate, Supportive, and Reliable and are not how we want our colleagues to experience their time working here.

This guide and toolkit have been designed to provide your teams and you with some practical tips and activities to help start conversations around civility and respect while at work. There is also some background information as to why this is so important for us at our Trust.

This work is underpinned by the national NHS People Plan. The plan prioritises creating an NHS culture where colleagues feel supported, valued, and respected for what they do. It also asks that the values which we show to our patients, including kindness, compassion, and professionalism, are the same values we consistently show towards each other. At RDaSH we are committed to the same priority. We want to create a compassionate and inclusive culture with civility and respect being at the heart of everything we do.

The NHS People Promise is available to read on the NHS England website.

What is civility?

In its simplest form, civility and respect is about how we treat each other.

Listening

Including everyone in conversations

Being helpful

Explaining

Taking time to understand

Being approachable

Offering support

saying good morning

Being approachable

Smiling

Disagreeing without disrespect

Showing fairness

Checking understanding

Recognising and admitting mistakes

Saying thank you

"You could use 'kindness' or 'respect', but in the end kindness is a virtue whereas civility is a behaviour. And that means there is scope to change how civil people are to each other, if you can persuade them to make a conscious decision about how they behave."

Dr Chris Turner, Emergency Department Consultant behind Civility Saves Lives

What is incivility?

Incivility is low-intensity poor behaviour, characterised by rudeness and discourtesy where the intent to cause harm isn't always clear.

Excluding others

Belittling

Failing to acknowledge someone

Talking over someone

Being put down in front of others

Standing over someone

Gossiping

Rolling eyes

Not letting others speak

Abrupt emails

Using overcomplicated words

Tutting

Ridiculing

"Moments of disrespect which, on their own, do not amount to behaviour that could be described as bullying." … but over time have a corrosive, contagious effect."

"In simple terms, it makes the workplace an unhappy place to be."

Wendy Irwin, Royal College of Nursing's Equality and Inclusion Lead.

The impact of incivility in the NHS

I am the recipient of incivility

80% of recipients lose time worrying about the rudeness

38% reduce the qulaity of their work

48% reduce their time at work

25% take it out on service users

I am a member of staff witnessing incivility

50% decrease in willingness to help others

20% decrease in performance

I am a patient or relative witnessing incivility

75% less enthusiasm for the organisation

66% feel anxious dealing with the staff

Incivility affects more than just the recipient. It affects everyone.

Figures taken from www.civilitysaveslives.org

The impact of incivility on patients

When people do not experience kindness, civility and respect, research shows that it has a negative impact on their performance.[1]

Incivility has been shown to reduce team functioning, clinical decision making, and patient outcomes.[2] One study noted that colleagues who experienced incivility at work intentionally reduced their work efforts and spent time telling others about the incident and avoiding the perpetrator, which in a clinical or therapeutic setting takes their time away from caring for patients.[3]
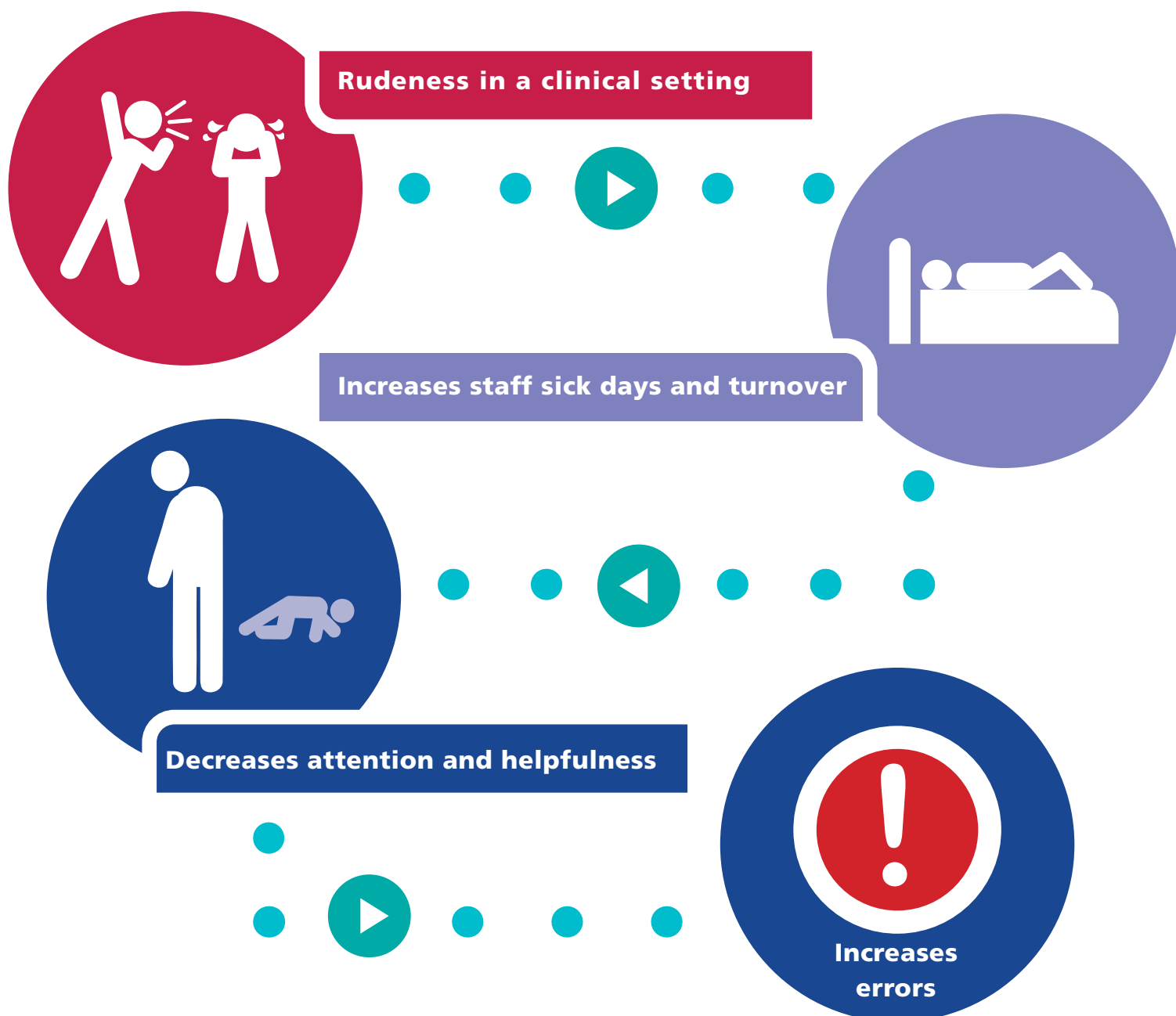
Patients are also impacted by witnessing incivility. This could be while they are sitting waiting to be seen, or in an outpatient setting. Rudeness affects their confidence in the level of care they will receive, as well as their confidence in the organisation providing it. Research suggests that there is a 75% reduction in a patient's enthusiasm for the organisation if they witness incivility between colleagues.

All patients should expect the best possible care while at RDaSH. For this to happen, colleagues need to have the best possible experience themselves while at work.

*1 https://publications.aap.org/pediatrics/article-abstract/136/3/487/61002/The-Impact-of-Rudeness-on-Medical-Team-Performance?redirectedFrom=fulltext
*2 https://www.civilitysaveslives.com/infographics?lightbox=dataItem-j9wmt66
*3 Pearson & Porath, Workplace Incivility, 2005

Rudeness in a clinical setting

Increases staff sick days and turnover

Decreases attention and helpfulness

Increases errors

Adapted from https://www.civilitysaveslives.com/   *https://qualitysafety.bmj.com/content/28/9/750

Incivility at RDaSH

We strive to be an organisation that enables our people to flourish and embodies civility at the heart of all we do. However, we know that currently this isn't always happening. When we started this work, we wanted to find out more about why this was, so we asked:

"What do you think causes incivility between colleagues at RDaSH?"

You said

Lack of resources

Professional group tensions

Poor communication

No skills to challenge/ feedback

Fatigue/ depletion

Afraid to speak out   **Silo working**

Poor behaviour tolerated

Cliques   **Work pressure**

Hierarchy   Lack of team working

Blame culture

No time for own wellbeing   Lack of self awareness

Stress bucket full   **Reverse hierarchy**

Remote technology   Not feeling valued

Poor change management

Lack of respect for others

Learning from colleagues about what triggers incivility has helped us truly understand the problem we want to solve as an organisation.

Our RDaSH Values

Here at RDash our vision is **nurturing the power in our communities**

We want to create positive behaviours and promote an open, kind, and inclusive culture.

Our RDaSH values and behaviours are unique to us, they were co-created by colleagues, patients, and service users from across the organisation.

These behaviours were developed by colleagues, patients, and service users from across the organisation.

We ask that everyone here takes individual responsibility for upholding our values, helping to embed them in everything we do.

Caring and safe

- We include people in the decisions that affect them and keep them informed
- We promote equality, diversity, and inclusion
- We take a person-centre approach
- We take time to listen with empathy and compassion
- We introduce ourselves
- We make sure we keep people safe and speak up when something is wrong.

Supportive

- We encourage good physical and mental health including promoting a healthy work life balance
- We appreciate and respect other people's input and ideas
- We value our patients, their families, their carers and each other
- We work together as #OneRDaSH team
- We help each other to do the best job we can.

Open

- We include people in the decisions that affect them and keep them informed
- We give and receive purposeful feedback
- We acknowledge our own biases and learn from other perspectives
- We celebrate our successes and learn together from our mistakes
- We are honest and accountable, taking responsibility for our actions.

Progressive

- We work together for continuous improvement
- We seek out and share information, knowledge, and experiences
- We are adaptable and flexible- open to innovation and change
- We strive for excellence through identifying and testing new ways of working
- We take responsibility to share and learn from and about each other.

Passionate

- • • We work hard to deliver a quality service
- • We are determined to do what's right for people
- • We are positive in all that we do
- • We endeavour to be our best through personal development
- • We do our best to make a positive difference to people.

Reliable

- • We follow through on what we say we will do
- • We take responsibility for things we can do something about
- • We take ownership to know and follow best practice
- • We are accessible whenever possible
- • We turn up on time and complete tasks in the time agreed.

The Toolkit

We wanted to approach the toolkit by looking at incivility through four different lenses. These are:

I experience incivility	**I witness incivility**
I can be uncivil, rude	**There is incivility in my team**

There will be several different tools available in each section. They have been designed to be used either individually or together for a more in-depth conversation.

Promoting professionalism pyramid

The approach in this toolkit is based on support. The tools are intended to bring about an understanding and to change behaviour, not to blame or punish.

The pyramid below is taken from a national civility toolkit and sets out how to address uncivil behaviours at various levels, from a one-off incident to a repeated pattern of behaviour. Most unprofessional behaviours in the workplace can be addressed at the first level, the 'cup of coffee' approach, with a higher likelihood of success in bringing about changed behaviour than more formal approaches.

*https://www.socialpartnershipforum.org/sites/default/files/2021-10/NHSi-Civility-and-Respect-Toolkit-v9.pdf

There will be more detail on how to use the toolkit later. It will also be referenced Civility and Respect workshops delivered to teams.

What support is available?

If you cannot find what you need from the toolkit, or you would like some more support, there are several different services available for you at RDaSH.

Organisational Development (OD) Team

If you would like help using any of these tools, or would like to talk about incivility in your team contact the OD team by emailing:

RDaSH-tr.organisationaldevelopment@nhs.net.

The team can offer a range of facilitated sessions or coaching to help teams improve.

IRelate, post incident response service

This is available for staff who have been exposed to something potentially traumatic or upsetting. You can contact the IRelate service at NHS Trauma and Resilience Service RDaSH.trs-inbox@nhs.net

Post Incident Response Service RDaSH.pir-inbox@nhs.net

Office contact:07818 560405

Employee Assistance Programme (EAP)

The EAP provides a variety of free and confidential support for all colleagues. These include:

Counselling

The EAP is a 24/7 confidential support service and provides a range of information and practical support for problems, including stress, anxiety, depression, and much more. The service is provided by Vivup and can be accessed by telephone or by the online employee benefits portal at Vivup.co.uk

Why not note the number in case you need to contact the EAP:

03303 800658

Mediation

The team can also offer mediation, a collaborative approach to conflict resolution in working relationships, aiming to support those involved to find their own resolution. You can contact the service by emailing:

RDaSH-tr.EAP@nhs.net or by calling 01225 825960.

Health and Wellbeing conversations

If you would like to talk to someone who is not your line manager about your own wellbeing, then you can do this with one of our Health and Wellbeing Facilitators. . You can contact them by emailing: RDaSH-tr.hwbconversations@nhs.net.

We also have network of health and wellbeing champions across the organisation.

Human Resource (HR) will offer confidential support and advice to all colleagues on a range of issues.

The Human Resources Team is here to help to support you with your day-to-day people issues.

It can also signpost to other services available. You can contact the team by emailing: RDaSH-tr.hr@nhs.net

Freedom to Speak Up (FTSU)

FTSU is a confidential service that captures speaking up from staff. This could be a patient safety concern, an improvement, behaviours, culture, or something that does not seem right. speaking up can be challenging, worrying and a difficult thing to do; therefore as a service FTSU will listen and support staff, taking concerns seriously as they take them forward.

You can contact the service by emailing:

RDaSH-tr.freedomtospeakup@nhs.net or by calling 07500 726729. We can also facilitate team sessions on culture.

What support is available?

If you cannot find what you need from the toolkit, or you would like some more support, there are several different services available for you at RDaSH.

The Equality Diversity and Inclusion (EDI) Team

The EDI team can support staff on several issues, such Racism, incivility, and disrespect. We offer

Equality, Diversity, and Inclusion (ED&I) training,

Support to staff on any ED&I issues (such as supporting staff with cultural differences or disabilities)

Advice on how to make your service more inclusive,

Organising cultural celebrations You can contact the team by emailing:

RDaSH-tr.EqualityandDiversity@nhs.net or calling 01225 824136.

Spiritual Care and Chaplaincy

The chaplaincy team offers our colleagues a safe, confidential, and compassionate space.

We recognise that many of our colleagues work in emotional and demanding roles and can also have the usual tribulations in their personal lives that can impinge on their wellbeing. We offer a listening ear and share a reflective space, so that you can feel comfortable to talk about deeper issues and concerns in a neutral non-judgemental way. You can refer yourself for a conversation, please email the team and they will contact you.

https://intranet.rdash.nhs.uk/support-services/organisation-development/the-chaplaincy/

Staff Side (Unions)

The Staff Side Committee at RDaSH is composed of 10 separate unions and each union offers many benefits for members, including financial assistance and advice, access to free legal advice in addition to local representation and support.

Unions protect members' rights and ensure members are treated fairly. You can contact Staff Side by using this link here and using the links to find information and contact details for your local branch.

I witness incivility

Tool 1: Becoming an active bystander

What can I do when I witness incivility at work between colleagues?

Often the starting point to change is when someone notices and starts to talk about what they see. When we are directly on the receiving end of rudeness or incivility, it can be hard to 'call this out'. This is when an active witness or bystander can have a positive impact.

What do we mean by an active bystander?

Being an active bystander means being aware of when someone's manner or behaviour is perceived as rude or unhelpful, and choosing to raise or challenge it.

By intervening we can make others aware of the impact they may be having. This can shift what might be considered as 'acceptable' or 'normal' towards a better working environment for everyone.

Learning to recognise incivility and how you can intervene is an essential skill. You might do this yourself if you have the confidence and experience, or you could get someone to help you if you don't feel comfortable to do this directly.

Remember wherever possible to be compassionate . The aim is to bring understanding and enable changes in behaviour, not to blame or punish.

Ideas for using this tool:

- This tool could be used for reflection. Take some time to read it through and think about when you might use each of the strategies

- It could be printed and displayed in your area for colleagues to see

- You could also use it to start a conversation with colleagues from your team.

Witnessed unprofessional behaviour

Take Action

and become an Active Bystander

Declare

Don't ignore the behaviour.

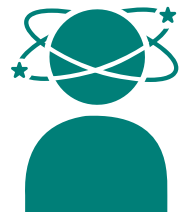Use **non-threatening** wods to clam the situation:

'I noticed you're stessed, is there anything we can do to help?'

Distract

Interrupt and change the subject to alter the direction of the interaction.

Refocus the team back onto the task.

Delegate

It's **ok** to ask someone else to intervene.

Escalate poor team behaviour to a senior staff member.

Delay

Communicate to the person who has inappropriate afterwards (delay until they are clam):

'I think some of your colleagues were upset by your words/actions.'

I witness incivility

Tool 2: Challenging incivility

Challenging incivility

Being a witness to incivility can be unsettling. Knowing options for ways to intervene can help make you feel more confident to challenge this type of behaviour.

We potentially have two options to challenge incivility depending on what we witness, Calling it out or Calling it in.

Calling it out

- For when there is an immediate need to let someone know their behaviour is unacceptable and harmful.
- For when interruption is needed to prevent further harm, either to our patients or our colleagues.
- Calling it out need's courage. It will likely feel hard and uncomfortable but is sometimes necessary.
- Calling out allows us to hit the 'pause button' and break the momentum.

"You may not be aware, but you are shouting and talking over Tom. Can we all take a breath, pause and listen while he completes his safety checks for this procedure?"

Calling it in

- For when the impact of someone's behaviour doesn't match their intentions or they may be unaware of the affect they are having.
- Calling in needs curiosity and compassion. The intention is to help understanding and build empathy to enable someone to understand and change their behaviour.
- Calling it in is often a question.

"Thanks for seeing me. I'm here to ask you about what happened on the ward today. I heard there was an issue. Are you OK? From the perspective of those in the room, you came over as pretty abrupt and hostile. How do you think they felt?" What should we do now?"

From Chris Turner's Calling it out with compassion workshop

Ideas for using this tool:

- This tool could be used for reflection. Take some time to read it through and think about when you might need to use either of the approaches
- You could also use it to start a conversation with colleagues from your team.

I experience incivility

Tool 1: Challenging incivility

What can I do when I experience rudeness or incivility directed at me?

People may say rude things in different situations, for different reasons. Sometimes they know they are being rude and sometimes they have no idea how inconsiderate or disrespectful they are being.

Regardless of the reason, the key thing is to always stay calm before you respond. Staying calm and making a good choice about how to handle it gives you the best chance to manage the situation well. So, before you react in anger or hurt, take a deep breath, count to ten and consciously choose how you wish to respond.

There are four strategies you can use to help you if you are experiencing rudeness or incivility. These will help you to confidently deal with someone who is being rude right in that moment.

Find a couple of phrases from the list below that you would feel comfortable to use and practise saying them out loud. That way they will come to mind more quickly when you really do need to say them.

Ideas for using this tool:

- This tool could be used for reflection. Take some time to read it through and practise some of the phrases you think you might use if you experience incivility.

Strategy 1: Respond with kindness

Be super polite, demonstrate your own kindness. This strategy works well for people youneed to maintain a healthy relationship with. Here are some phrases you can use:

1. It seems like you must be going through a really difficult time. Is there something I can do to help?
2. I am not going to take what you just said to heart because I think you must really be struggling with something. I am here if you need to talk.
3. Let's talk when you are feeling calmer because I really want to find a way for us to communicate in a more respectful way.
4. I was wondering what you must be feeling to make you say hurtful, inconsiderate things.

Strategy 2: Educate and enlighten

Perhaps the person is not aware that what they are saying is rude or hurtful. In this case you may be able to enlighten them or help them realise that changing their ways could improve things. You could try something like this:

1. I'm not sure if you realise but what you just said felt hurtful, inconsiderate, inappropriate.
2. I wanted to let you know that when you said … that it was hurtful, mean, tactless.
3. When you say things like that it really hurts people's feelings.
4. I feel really hurt, insulted, affected by what you are saying. If you talk to people, this way it could affect your relationships, friendships, cooperation.

Strategy 3: Be calm and assertive

Staying calm should always be your first step. In this case you stay calm and use assertive language choices to make your feelings and needs clear. For example:

1. When you say… I feel disrespected, sad, disappointed.
2. When you say things like that, I don't want to continue the conversation.
3. I need you to speak in a more respectful way.
4. I am finding your words hurtful, and I need you to consider my feelings.
5. I will give you time to calm down. We can talk when you can be respectful.s

Strategy 4: Shut it down

Sometimes rudeness continues because we feel we need to be polite. But when rudeness has gone too far, there is only one thing to do: call it out and put a stop to it. Here are some ways to do exactly that:

1. That is really rude and there's no need for that.
2. You are being inconsiderate, and I need you to stop.
3. I will not tolerate rudeness. I am ending this conversation.
4. We can continue when you are ready to speak respectfully.
5. We will have to agree to disagree and end this discussion.

I experience incivility

Tool 2: Reflection

How can I develop my skills and confidence to deal with incivility directed at me?

It is often not easy to know how to react 'in the moment' if you experience incivility. Use the space below to reflect and develop over time.

What does incivility look like to me personally?	
Who in my team might support me if I want to talk something through? e personally?	
How confident do I feel to raise the impact of the incident?	
What words or phrases could I use if I wanted to challenge incivility if I experience it?	
What typically causes incivility in our team?	
What is the impact?	
What might make things easier for us all for the future?	
What else could I do to sdevelop my skills?	

Ideas for using this tool:

- This tool could be used for individual reflection
- You could also use it to start a conversation with a trusted colleague.

There is incivility in my team

Tool 1: Team activities

There is incivility happening in my team, what can I do?

Often the first step towards more kindness and civility in teams is to be able to talk about what is happening in a safe and supportive way. Below are some questions and activities that may be a helpful starting point. You can use the activities on their own or together for a more in-depth discussion.

Team questions

You could use these in a team meeting, in one to ones or in a small group. The idea is that everyone has some time to think about their answers to the questions, and then discuss their thoughts if comfortable.

1. What does kindness and civility look like personally for each of us?
2. Who do we see who role models this, and what does it look like?
3. What does incivility look like personally for each of us?
4. What do we think might be the root causes of incivility within ourselves and others around us?
5. What do we think might help?

Team Activity 1

This activity is a discussion around our Trust values. The values provide us with a great starting point for conversations about behaviour. You will need some values leaflets (contact the OD team if you need these RDaSH-tr.organisationaldevelopment@nhs.net). You could do this session in person with a flip chart and post-it notes or do it virtually with discussion about the questions below.

	What works well, what are we good at (include examples)?	But it would be even better if … (what and why)?
Caring and Safe		
Open		
Supportive		
Passionate		
Progressive		
Reliable		

Adapted from the national civility toolkit https://www.socialpartnershipforum.org/sites/default/files/2021-10/NHSi-Civility-and-Respect-Toolkit-v9.pdf

There is incivility in my team

Tool 1: Team activities

Understanding and responding to incivility in our team

There are many reasons why incivility might exist between colleagues and teams in the Trust. The key to creating a better working environment is time to think together about what might help. Share the template below along with some post-it notes to enable the team to reflect and share their thoughts or use a virtual flip chart to undertake the activity on MS Teams.

"What do we think causes incivility in our own team and with other teams? What can we do to help?"

Team Activity 2

	As individuals	As a team or department
To stop incivility happening in the first place		
If we notice incivility or rudeness in our teams 'in the moment'		
In a quieter moment, after the event		

Ideas for using this tool:

- You may be a manager noticing some incivility between team colleagues and wanting to think together about what might help

- You may be a team member who notices that the RDaSH values are not always being lived in the team. You could think about these activities with your line manager and, or team colleagues

- It could be that you feel comfortable to start these conversations yourselves, or you may prefer to ask someone from outside of the team to support you (see the signposting to support page of the handbook).

There is incivility in my team

Tool 2: Team Poster

Creating our own team kindness and civility ground rules

A Trust poster is available to download and display to promote kindness and civility in your area. It contains some of our values, and links to the Kindness and Civility project and handbook.

There is also a blank poster template with space for you as a team to think about and write down your own team ground rules together. You could have a go during a team meeting and think together about what is most important for you all.
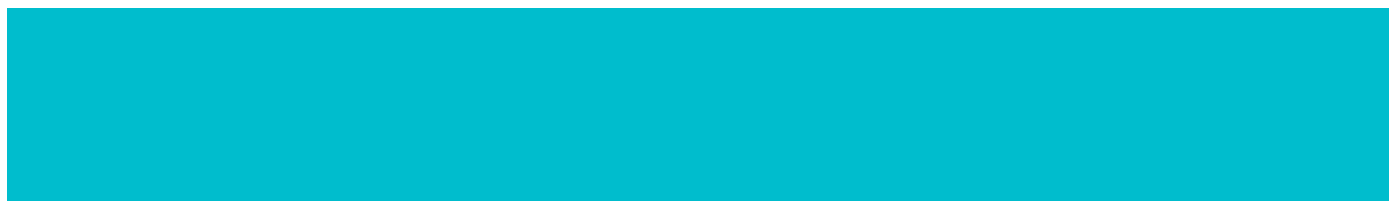
If you would like us to email a copy of the blank poster to you so you can type in your own rules, please contact us by emailing RDaSH-tr.organisationaldevelopment@nhs.net

Our Team Ground Rules

Here at RDaSH we want to create an open and inclusive culture where we all treat each other with kindness, civility, and respect.

Below are the Trust's values and behaviours we expect to see from everyone working here or visiting us.

The way we treat each other has a significant impact on patient safety, colleague, and learner experience. Together let's make sure that it's a positive one.

I can be uncivil, rude

Tool 1: Am I uncivil?

What's it like being on the receiving end of me?

We know that we all come in to work with positive intentions. We intend to be great colleagues, managers, or leaders. But the demand of working in such a fast-paced setting, or the pressure of things going on outside of work can often get in the way. This could mean that our behaviours may not always match our intentions.

Sometimes we may need to stop and think. What is it like to be on the receiving end of me, and my behaviour?

The tool below is great way for us to do this. It is called *'The Clark Workplace Civility Index'*. It has been designed to help you to assess your own levels of civility, identifying strengths as well as areas for improvement.

We suggest you complete the assessment by:

- finding a quiet place away from distractions
- dedicating sufficient time to the task
- carefully consider the behaviours listed in the table below, and responding truthfully and honestly regarding each behaviour.

After completing the Civility Index Assessment, total each column and add the numbers to determine a civility score.

Scoring the Civility Index

Add up the number of 1 to5 responses to determine your civility score.

- 90 to100 Very civil
- 80 to89 Moderately civil
- 70 to 79 Mildly civil
- 60 to69 Barely civil
- 50 to59 Uncivil
- Less than 50 Very uncivil

*Clark, C.M. (2013). Creating and sustaining civility in nursing education. Indianapolis, N: Sigma Theta Tau International Publishing.

Ask yourself, how often I...	Never 1	Rarely 1	Sometimes 1	Usually 1	Always 5
Assume goodwill and think the best of others					
Include and welcome new and current colleagues					
Communicate respectfully (by email, telephone, face- to-face) and really listen					
Avoid gossip and spreading rumours					
Keep confidences and respect others' privacy					
Encourage, support, and mentor others					
Avoid abusing my position or authority					
Use respectful language (avoid racial, ethnic, sexual, gender, religiously biased terms)					
Attend meetings, arrive on time, participate, volunteer, and do my share					
Avoid distracting others (misusing media, side conversations) during meetings					
Avoid taking credit for another individual's or team's contributions					
Acknowledge others and praise their work or contributions					
Take personal responsibility and stand accountable for my actions					
Speak directly to the person with whom I have an issue					
Share pertinent or important information with others					
Uphold the vision, mission, and values of my organisation					
Seek and encourage constructive feedback from others					
Demonstrate approachability, flexibility, and openness to other points of view					
Bring my 'A game' and a strong work ethic to my workplace					
Apologise and mean it when the situation calls for it					
Total for each column					
Grand total					

I can be uncivil, rude

The realisation you have been rude and uncivil can be a difficult one, particularly if you did not realise the negative impact your behaviour may have had on others. You are not alone in this and there are plenty of options available to support you to work through this. You could start by talking it through with someone.

There are several ways ou can do this in work. You could talk to:

Insights link ?- you need to provide

- your line manager. You could ask for a health and wellbeing conversation, or have a chat about any pressures you may be experiencing, or difficulties in relationships between team members

- the Organisational Development Team to offer some practical solutions, or a coaching session, or ways to seek feedback

- Employee Assistance Programme can help on a wide range of areas that may be impacting your work life and your subsequent mood and behaviour

- HR team, if you are experiencing difficulties in your work, HR may be able to give you some space to talk these through

- your colleagues for general support and a listening ear, talking to other team members, asking them for feedback might be a good place to start.

There are also things for you to consider yourself:*

- Reflect, try to identify situations where you have been prone to undermining behaviour and think through and discuss strategies to improve those situations for you and the team

- Reflect on external stressors, such as tiredness, hunger, time constraints, feeling under pressure or being in an unfamiliar or new environment to name a few

- When external factors are influencing you, it can help to make your team aware of this so they can support you

- You do not need to share all the details, but an honest "I am experiencing some difficulties, so please forgive me if I am less patient than usual and please do tell me." is hugely helpful, it demonstrates good leadership and professionalism

- If factors are significantly affecting your behaviour talk to your manager and consider whether you need support or time off

- If you find you behave in a way that could have been better, apologise and explain Look after yourself and prioritise your own wellbeing

- Ask for advice when you need it

- Ask for honest feedback on your behaviour from a wide range of people Seek a mentor or coach or safe place to talk to a trusted colleague or friend.

*Adapted from https://www.rcog.org.uk/en/careers-training/workplace-workforce-issues/workplace-behaviour/toolkit/module-3/develop/external-factors/

Please note this resource was developed based on the work by the Royal United Hospitals Bath NHS Trust and we would like to thank them enormously for sharing this helpful resource. Thank you, NHS colleagues.