

# The role of line management in tackling bullying:

What's your best practice? 25.6.18

Tackling Bullying in the NHS  
A collective call to action



December 2016



# Welcome to the meeting



**Jon Restell**

*Workforce Issues Group Co-Chairs*



**Simon Arden-Davis**

# Workforce Issues Group

## - Priority Areas



- To identify, share and promote good practice where organisations have supported and developed Line Managers to tackle bullying
- To identify and raise awareness of the impact of bullying on patient care, working in partnership to share findings from organisations. Identifying potential gaps in knowledge and commissioning new research with support from partners.
- Connecting more of the system to itself, staying aware of actions being taken by ALBs, Trade Unions and Regional Social Partnership Forums that may be shared to inspire further activity.

Paul Taylor-Pitt



## Tips for using GoToMeeting

**Be yourself**

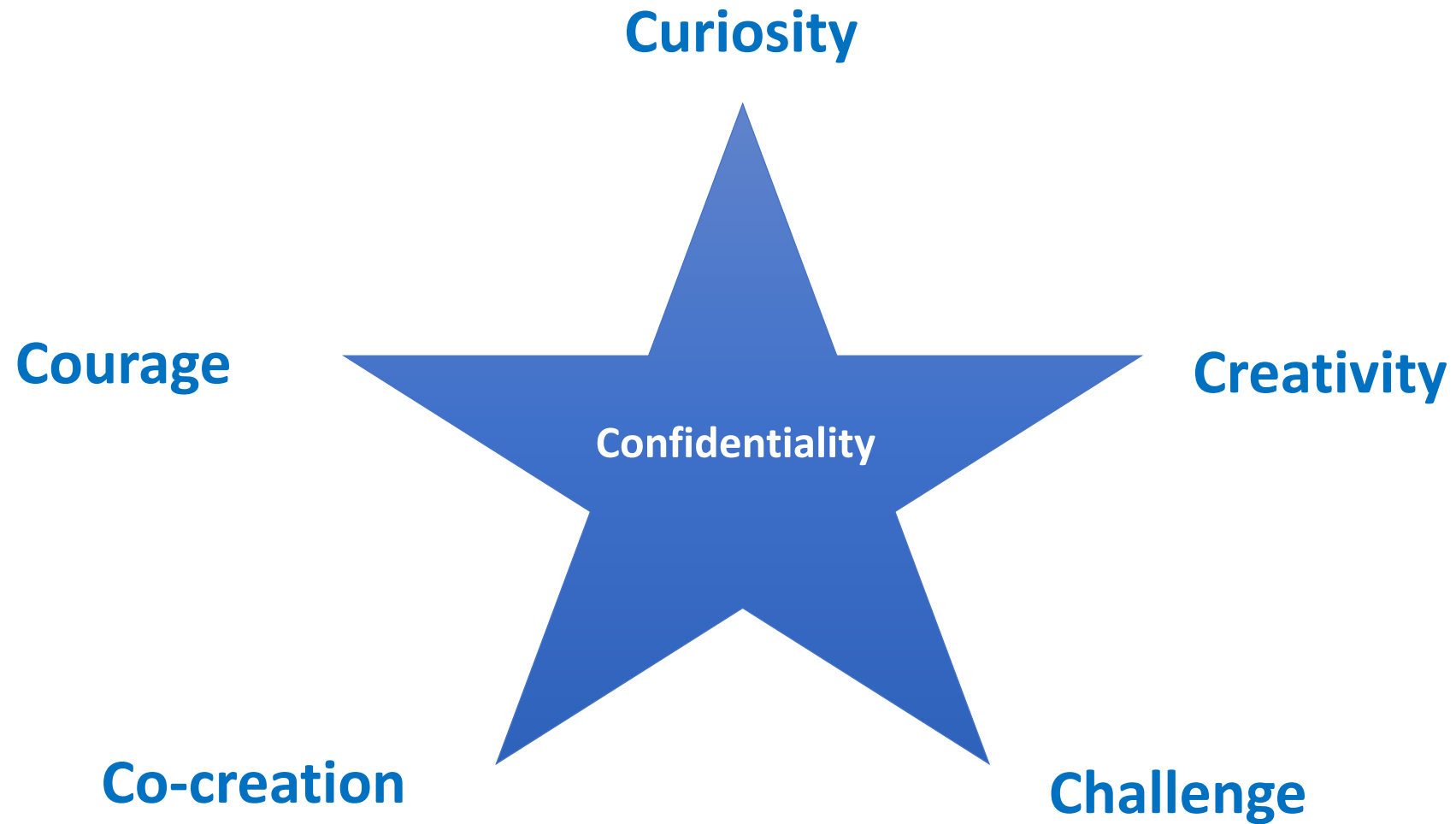
**Act like it's a meeting**

**Mute your mic if noisy**

**Use the chat box**

**Listening is ok**

**Questions are good**





# Aims of Today

- To identify, share and promote good practice where organisations have supported and developed Line Managers to tackle bullying
- To consider the evidence base for line managers' role in tackling bullying
- To identify key points to share with the wider NHS

# Sharing our experiences

## Questions to think about

- What was the situation you faced?
- How you identified the situation e.g. what data did you collect, what interviews did you conduct etc
- What did you do to address the issue
- How did you support line managers to create a respectful workplace culture that reduces the level of bullying?
- How did you decide on what to do?
- What was the outcome?
- What is the current situation i.e. is improvement being sustained?





# Making sense of your experiences

**In general, I notice...**

**In general, I notice..... but.....**

**On one hand..... And on the other hand.....**

**I am really surprised that.....**

**I wonder.....**



# Analysing our experiences

**What worked well?**

**What didn't work so well?**

# What does the evidence say?

- There is a link between the level of management support to employees and the level of psychological distress & workplace bullying
- Supportive work environments protect individuals from some of the harmful effects of bullying
- Organisational climate is strongly influenced by the behavior of managers and their commitment to supporting (or not) the wellbeing of staff
- Managers act as role models for employees who then reflect their behavior and values
- Managers need good interpersonal skills to help identify and deal with incidents of bullying quickly
- The role of managers is crucial to lend support and credibility to interventions and create a culture in which negative behaviours are challenged
- Training targeted at managers needs to be relevant and tailored to the local context



## **Evidence synthesis on the occurrence, causes, consequences, prevention and management of bullying and harassing behaviours to inform decision making in the NHS**

J.C. Illing, M. Carter, N.J. Thompson, P.E.S. Crampton, G.M. Morrow, J.H. Howse, A. Cooke, and B.C. Burford

Durham University, School of Medicine, Pharmacy & Health

  
**National Institute for  
Health Research**

Published February 2013

This project is funded by  
the Service Delivery and  
Organisation Programme

# What do we share?



# Next Steps

- Follow up with volunteers who would like to tell their stories in more detail
- Share key points with wider NHS colleagues
- Shift focus to impact on patients

## JOIN OUR NEXT VIRTUAL MEETINGS:

### **Wednesday 12 September, 13:00-14:30**

Raising awareness of the impact of bullying on experience of patients

### **Tuesday 29 January, 10.30 – 12:00**

Connecting the system and sharing our stories



# EVALUATION



Thanks for being part of the meeting today.

