Civility Saves Lives and Learning from Excellence – delivering a one-day multiprofessional event to spark positive change

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Introduction

- 98% NHS staff experience incivility.[1]
- Healthcare-related work stress increases risk of interprofessional incivility, impacting clinical and psychological outcomes.[2]
- In 2022, concerns around culture were raised at University Hospitals Birmingham (UHB),[3] resulting in the Trust instigating multiple interventions.
- Civility Saves Lives[4] (CSL) and Learning from Excellence[5] (LfE) support positive workplace culture.

Methods

- **Aims: (1)** Raise awareness of civility
  (2) Improve knowledge of challenging incivility
  (3) Support culture change.
- **What?** One-day in-person multiprofessional civility event June 2024. Lectures and facilitated workshops combined theory and practice. Lectures recorded to disseminate learning. A pre- and post-online survey was distributed.
- **Who?** Up to 200 attendees, aimed at staff with a leadership interest.
- **How?** Funding from the trust and NHS England. Multiple stakeholders engaged in planning.

9.00	Why Civility Matters in a Complex World
9.40	Leading Positive Change: Appreciative Inquiry and Learning from Excellence
10.20	
10.40	Facilitated small group workshops
12.15	
13.15	A Healthcare Manager's Guide to Conflict
13.55	Self-Care in Healthcare
14.20	Upstand, Don't Bystand!
14.45	
15.05	Compassionate Leadership in Practice
15.30	How we Change a Culture with Kindness
16.00	Close

Workshop topics:
1. Civility
2. Conflict management
3. 'A Great Place to Work'
4. Leading positive change
5. Peer support in the workplace
6. How to have appreciative conversations

Figure 1: *Event Programme*

"This was a really important event for the trust to hold"

"It was nice to know that everyone wants a better culture and that it can be achieved."

"The whole day was excellent, uplifting & inspiring. Having experienced incivility … it's encouraging to know that UHB are making positive changes … & foster a work environment that's inclusive kind & compassionate."

Figure 2: *Qualitative feedback*

Figure 3: *Survey question results 'How confident do you feel in the following areas?'*

Results

- Multiple professions attended, many trust leaders.
- 121 pre-survey and 86 post-survey respondents.
- 'How likely are you to recommend this event to a friend/colleague?' (Scale 1–10), mean score = **9.7**.
- On a scale of 1-5, 'how confident do you feel in the following areas?' (Fig 3), % answering 4-5 increased:
  >Recognising workplace incivility (64 to **98%**)
  >Calling out incivility (33 to **85%**)
  > Managing conflict between colleagues (38 to **80%**)
- Extremely positive qualitative data (Fig 2 examples).

Ongoing work within the trust:

- **CSL group** established with plans for annual CSL events. Second event held June 2025.
- **Regular CSL sessions** to various departments, in consultant induction/refresher programmes.
- **Behavioural Framework** implemented with positive behaviours including gratitude, integrity and respect. Implementation of Sexual Safety Framework.
- **Doctor Wellbeing Group** resident doctors' survey 2025 showed an absolute reduction of nearly 10% in those experiencing bullying / intimidation.

Conclusion

A multi-professional event is an effective starting point for organisations to promote topics such as CSL and LfE, with the aim of subsequent action to embed the principles into organisational culture. Sustainability relies on a core group continuing to advocate for this.

References:
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