

KEY PRINCIPLES

Good behaviours create a good culture. No one is too important to be polite. Diverse teams work better. Impact is important (even if no bad intent).^{REF}

WHY

EXTENT

91% OF WOMEN DOCTORS^{REF}

experience sexism
regularly.^{REF}



9% OF NHS STAFF

experience
harassment,
bullying or abuse
from managers.^{REF}

17% OF STAFF FROM ETHNIC MINORITIES

experience
discrimination
from other
staff.^{REF}



IMPACT

MANY SERIOUS UNTOWARD INCIDENTS

for patients have poor
team-working as a
contributory factor.



54% OF DEPARTMENTS

with poor surgical
results have individual
bad behaviours.^{REF}

20% REDUCTION IN PRODUCTIVITY

when co-workers
witness rudeness.^{REF}



48% OF RECIPIENTS

of poor behaviour
reduce their time
at work.^{REF}

HOW

INDIVIDUAL ACTIONS

- Respect each person.
- Encourage focus on the patient.
- Give feedback on task not person.
- Know colleagues' name and role.
- Anticipate and communicate challenges.
- Include others.
- Be aware of stressors and ways to reduce.
- Be an ally.
- Active bystander training.
- Call out instances of poor behaviour: *"I notice you are stressed, is there anything the team can do to help?"*^{REF}
- Be ready for a (private) cup of coffee^{REF} conversation.^{REF}

Use NatSSIPs team brief.
Welcome new staff and students.
Be clear about expectations.

ORGANISATIONAL ACTIONS

- Hold meetings across professional groups.
- Foster team-working.
- Identify patterns and opportunities for change.
- Be explicit that poor behaviour will not be tolerated.
- Reduce stress.
- Set up standard care pathways with staff – and explain when these should be individualised.
- Have inclusive visible leadership.

cpoc.org.uk

© 2025 Centre for Perioperative Care (CPOC)
Churchill House, 35 Red Lion Square, London WC1R 4SG

**SCAN FOR MORE
INFORMATION**

