**EXPRESSION OF INTEREST**

**CAPABILTY ASSESSMENT**

**Conflict Recognition, Reduction and Resolution Hub- e-learning training programme**

**Department / Organisation: NHS England**

**Contact name:** Fiona Lynch / Aishah Ahmed

**Contact email:** f.lynch2@nhs.net / aishah.ahmed11@nhs.net

**Agreement ref:**

**Date issued:** 22nd Aug 2022

**Response deadline:** 5th Sept 2022

1. ***Context***

Conflict is a complex phenomenon characterised by the experience of negative emotional reactions to perceived disagreements between two or more parties. Conflict is widely seen to be inevitable in the healthcare settings. Without appropriate and timely management, conflict can result in harmful consequences for hospitals (legal costs, staff costs, increased staff turnover, decreased productivity), for staff (burnout, poor team cohesion, poor well-being) and most importantly for patients (including healthcare errors, poor therapeutic relationships and worse prognosis) (Lyons et al 2021).

Episodes of conflict, especially those that require legal intervention for resolution, create loss of trust between the family and health care providers (HCPs), reputational damage to NHSE and incur significant financial costs. The legal costs generated by a dispute that is resolved in the courts, can be up to £100,000 (NHS Legal).

Over the past few years, there has been a perceived increase in the incidence of conflict between clinical staff and parents in the setting of Children and Young People(CYP) health care. A symptom of this has been a number of high-profile cases of conflict, that have resulted in public scrutiny. There is also reported low level conflict occurring in all areas of CYP health care including primary, secondary, and tertiary settings. Cases where there are disputes between healthcare providers and families can be very challenging for all involved.

There have been examples of high-profile cases of disputes (Fig 1.0) between parents and HCPs were there has been abusive and threatening behaviour, death threats and disruption to services. NHSE, as the largest employer of people in England, has responsibility for ensuring that employees work in an environment that is well led, and have supportive and positive cultures (NHS Employers 2022). There is a duty to look after our people: to keep them safe, healthy and well, both physically and psychologically (NHS 2020). Therefore, providing resources that offer support and guidance for HCPs during disputes, is imperative.

*Alfie Evans was a 23-month-old little boy with a rare, incurable progressive brain disease. Alfie was at the centre of a legal dispute between Alder Hey Children’s Hospital, who were seeking the court’s permission to withdraw life support, and his parents. Alfie’s parents disagreed and wanted to continue life support treatment and be granted permission to take Alfie to Italy for further treatment.*

*When the court rejected an appeal to move Alfie to Italy, the Trust received “unprecedented levels of abuse”, with death threats and a large protest of over 200 people outside of the hospital. The Merseyside Police launched an investigation into instances of verbal abuse and acts of intimidation towards hospital staff and visitors, including other families and children, to the hospital.*

*Sadly, Alfie died 5 days after ventilatory support was withdrawn. The impact this tragic situation had for his family, the team caring for him and the other families and children being cared for in Alder Hey have been long lasting and wide reaching.*

**Fig 1.0 Synopsis of Case**

A [recent mixed methods](https://bmjpaedsopen.bmj.com/content/5/1/e001088), multicentre study evaluated the impact of providing training on conflict reduction strategies for HCPs and concluded that the time spent managing episodes of conflict reduced by 24% (p> 0.001), with an estimated cost reduction of staff time by 20% (p> 0.02) with an associated financial saving. This saving in time and money occurred despite the episodes of conflict remaining at the same level as prior to implementation of training. HCPs also reported the value of the training to embed a culture of proactive and collaborative conflict management (Lyons et al 2021).

In order to support the HCPs and families during these challenging times, the NHSEI teams undertook 2 scoping workshops (2018 & 2021) to increase awareness, understand and identify the next steps in supporting the reduction in conflict between families and health care providers.

A recent, multi-partnership, collaborative event (June 22), confirmed support from the attending participants that the direction of travel outlined in this proposal was the correct one.

The overarching recommendations elicited from the workshops were:

1. Creation of a National/Regional critical incident escalation process for complex cases, that will be developed through our Quality Strategy Group, including rapid second opinions and peer support mechanisms.
2. Development of a guidance/toolkit from RCPCH/NHSIE on supporting staff well-being during and after incidents – working with NHS Employers, National Guardian, EPRR and the Practitioner Health Programme.

Key supplementary recommendations have included identifying:

* Suite of interventions to support workforce well-being,
* Clear policy/guidance for local level management of conflict,
* Signposting of support interventions for families.
* Advanced training for key practitioners within each Region who will become “Conflict Resolution Champions”.

1. ***Project overview and objectives***

The aim of this project is to create a suite of resources that will enhance the knowledge, skills and behaviours in recognising and managing conflict. It is anticipated that this increase in resource will reduce the need of escalation to the Integrated Care Systems (ICS) and to the National team.

This project aims to enhance the knowledge and skills the HCP requires to recognise and manage episodes of conflict. Therefore, the outcomes of this project are to:

* Provide training and education for the HCP to better recognise and manage conflict between parents and HCPs

This project aims to create several resources to support the bespoke training of lead practitioners at each ICS and the creation of an online platform of resources to provide training and support for all CYP HCPs in England.

This will include:

* E-platform “Conflict Reduction Hub” to host:
  + A virtual training program on conflict reduction for all staff caring for CYP and their families

1. ***Outputs***

The unique nature of this area of training, requires subject matter experts to design, create and deliver a training package that meets the needs of the HCP and the children and their families they care for.

The proposal is for the development of an online foundation course in recognising and managing conflict accessible, without cost, via e-LFH to providers of NHS CYP healthcare.

The online foundation course will be aimed at NHS healthcare providers of all roles, disciplines, and levels. It will comprise of three modules, each taking approximately 45 minutes to complete:

**Module 1**: Introduction to the causes and impact of conflict between families, patients, and healthcare professionals.

**Module 2**: How to identify the triggers and warning signs of conflict escalation.

**Module 3**: Skills and strategies for de-escalating and managing conflict.

Each module will contain a combination of short video presentations, engaging exercises, interviews with families and healthcare professionals and skills demonstrations to embed learning.

The course will be created to ensure ease of accessibility and promote uptake.

Development costs will include updates and revisions to course content for a period of 3 years or as agreed.

**Regional Conflict Resolution Champions**

To help embed a collaborative, consistent and sustainable approach to the management of conflict CYP healthcare, this proposal includes training a group of skilled conflict resolution champions to support clinical teams within children’s services and across regional networks. Champions will provide practical advice and support to paediatric teams in the management of conflict cases and help deliver training in recognising and managing conflict in CYP healthcare.

Champions will be supervised and supported by the education content provider as appropriate.

Training for each Champion will include:

* Initial 6 days of bespoke training to include: 2 days of key skills training (level 1A and level 1B (half day each) and level 2 (whole day).
  + 4 days of “key trainer” training which would provide them with the skills to deliver the core components conflict management training with supervision for an agreed period.
  + Complete an Accredited Paediatric Medical Mediation training programme which is
    - delivered over 6 whole days or split into 16 half days sessions.
    - accreditation is achieved through independently marked practical and written assignments.

1. ***Scope***

***Geography:*** National virtual training programme

***Services required***

* Curation and creation of a virtual training programme on the recognition and management of conflict between families and HCPs in the CYP healthcare setting
* Advanced training for Regional Conflict Resolution Champions

***Constraints that may preclude suppliers from accepting this specification***

This training programme must be specific to those skilled in providing such educational resources to support those working in Child and Young People health care.

***Contract duration:*** to be confirmed

***Estimated Award date:*** Sept 2022

Further competition process

**Stage 1** – Completion of capability questions

Written formal bid outlining work and detailed costings

**Stage 2** – Presentation of bid to key stakeholders.

Capability questions

Please confirm you have the capability to provide the outlined services by responding ‘Yes’ or ‘No’ to the questions below. Only bidders answering yes will progress to Stage 2.

1. **Can you provide a conflict recognition and management training programme for HCPs working in CYP healthcare?**

|  |  |
| --- | --- |
| **YES** | **NO** |
| YES | NO |

1. **Can you provide a virtual training programme in Conflict Resolution?**

|  |  |
| --- | --- |
| **YES** | **NO** |
| YES | NO |

1. **Can you provide evidence of the effectiveness of previous training programmes in this area of expertise?**

|  |  |
| --- | --- |
| **YES** | **NO** |
| YES | NO |

1. **Can you provide advanced training programme to train regional Conflict Resolution Champions?**

|  |  |
| --- | --- |
| **YES** | **NO** |
| YES | NO |

**Please Note:**

* Any Nil Responses to this invitation will be treated as confirmation of your intention NOT to participate in this competition and you will not be invited to participate in Stage 2.
* All responses to Stage 1 should be submitted no later than via email to aishah.ahmed11@nhs.net and [**f.lynch2@nhs.net**](mailto:f.lynch2@nhs.net) Suppliers should also ensure they are registered for the further competition on the Atamis tendering portal.
* Should you have any queries regarding the Capability Assessment, please e-mail aishah.ahmed11@nhs.net and  [**f.lynch2@nhs.net**](mailto:%20f.lynch2@nhs.net%20)  by **CoP Friday 2nd Sept**