Restorative just culture: a study of the practical and economic effects of implementing restorative justice in an NHS trust

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Abstract
Restorative justice is an approach that aims to replace hurt by healing in the understanding that the perpetrators of pain are also victims of the incident themselves. In 2016, Mersey Care, an NHS community and mental health trust in the Liverpool region, implemented restorative justice (or what it termed a 'Just and Learning Culture') to fundamentally change its responses to incidents, patient harm, and complaints against staff. Although qualitative benefits from this implementation seemed obvious, it was also thought relevant to identify the economic effects of restorative justice. Through interviews with Mersey Care staff and collecting data pertaining to costs, suspensions, and absenteeism, an economic model of restorative justice was created. We found that the introduction of restorative justice has coincided with many qualitative improvements for staff, such as a reduction in suspensions and dismissals, increase in the reporting of adverse events, increase in the number of staff that feel encouraged to seek support and a slowing down of the upward trend in absence due to illness. It also improved staff retention. The economic benefits of restorative justice appear significant. After corrections for inflation, acquisitions and anomalies, we found that the salary costs averaged over two fiscal years were reduced by £4 million per year, coinciding with the introduction of a just and learning culture in 2016. In addition, Mersey Care reaped around £1 million in saved legal and termination expenses. We conservatively attribute half of these savings to the introduction of a just and learning culture itself, and the other half to non-related factors. Using this assumption, we estimate the total economic benefit of restorative justice in the case of Mersey Care NHS Foundation Trust to be about £2.5 million or approximately 1% of the total costs and 2% of the labour costs.

Key words: Restorative Justice / Economic Benefits / Health Care

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The objective of this study was to systematically review and statistically synthesize all available research that, at a minimum, compared participants in a restorative justice program to participants processed in a more traditional way using meta-analytic methods. Ideally, these studies would include research designs with random assignment to condition groups, as this provides the most credible evidence of program effectiveness. The Mersey Care NHS Foundation Trust has implemented a Restorative Just Culture founded on Sidney's guidelines and has successfully seen a 54% reduction in disciplinary investigations over the last two years despite the organisation more than doubling in size in the same period. The trust has also realised a significant reduction in dismissals and suspensions leading to a substantial reduction in costs. We will discuss how a Restorative Just Culture can be evident even without adverse events. We address the role of the Human Resource professional in initiating and sustaining a Restorative Just Culture. We will also outline how Mersey Care took an organisational development approach to diagnosing and tailoring its approach through staff engagement. Restorative justice is an approach that aims to replace hurt by healing in the understanding that the perpetrators of pain are also victims of the incident themselves. In 2016, Mersey Care, an NHS community and mental health trust in the Liverpool region, implemented restorative justice (or what it termed a 'Just and Learning Culture') to fundamentally change its responses to incidents, patient harm, and complaints against staff. Although qualitative benefits from this implementation seemed obvious, it was also thought relevant to identify the economic effects of restorative justice. A) Restorative justice increases the costs of criminal justice when it is used as a diversion method. B) Restorative justice has never been attempted in the U.S. and many doubt it will ever be implemented. C) Restorative justice may work in the short term while ignoring long-term treatment needs. D) Restorative justice results in increased recidivism rates in comparison to the recidivism rates of those sent to prison. Which one of the following restorative-justice programs enables in-kind or actual return of what has been lost? restitution programs. +6 more terms. Just and adequate punishment. Punishment is applied because it is the right thing to do, not because it will achieve some end. (_____ as Nonutilitarian). +33 more terms.