

Board of Directors (in Public) Item 4.2

Subject: Freedom to Speak Up (FTSU) Guardian – Quarter 3 Report
Date of Meeting: Tuesday 28th January 2020
Prepared by: Helen Turner, FTSU Guardian
Presented by: Helen Turner, FTSU Guardian
Purpose of Report: To Note

BAF Ref	Impact on BAF
1.1, 1.3, 3.7, 4.1	This report provides positive assurance that the Trust has in place effective arrangements for staff to speak up as part of its aim to ensure an open and transparent culture that protects patients and improves the experience of staff.

1. Executive Summary

The purpose of the quarterly Freedom to Speak Up (FTSU) paper is to:

- Update the Board on FTSU concerns raised in Quarter 3;
- Update on national progress

2. Concerns Raised through the Freedom to Speak Up Policy Framework – Quarter 3 2019/20

During the third quarter of 2019/20, five concerns were raised under the Freedom to Speak up Policy. The themes of the concern as per categorisation by the National Guardians Office (NGO) were:

Element of Bullying and Harassment	1
Element of Patient Safety	0
Other	4

Note: These concerns relate only to those raised directly with the FTSUG / Champions network – other concerns raised e.g. through safety huddle or with line managers are not logged unless referred to the FTSU Guardian

All concerns have been followed up with actions and the individual staff members have all been updated and informed.

The following table summarises the concerns raised since Q4 2018/19:

Quarter	No. of contacts	Category	Detail
2019/20 – Q3	5	1. Other	Reports of behaviour not in keeping with LHCH values in Knowsley Community Respiratory Services. Investigation by HR concluded.
		2. Other	Staff member reported significant amounts of stress due to shift pattern. This has now been resolved.
		3. Other	Report of unsafe working has now been resolved and the machine in question fixed.
		4. Bullying and Harassment	A member of staff from critical care and POCCU reported bullying and harassment by team members, support was given from the critical care managers and mediation offered. Focus groups as part of the mock CQC inspections have been convened and culture discussed at the groups led by the Director of Nursing.
		5. Other	Concerns raised in Radiology from a member of staff are being dealt with by management and staff side.

2019/20 – Q2	3	1. Patient Safety and Bullying and Harassment	Concerns about patient care and possible bullying and harassment were escalated to the Cath Lab manager for investigation. The reports were not substantiated by staff and there was found to be no harm to the patient.
		2. Bullying and Harassment	Concerns around the culture and application of the sickness policy were escalated to senior management. These are being investigated and have
		3. Other	Requests for clarity over the uniform policy during hot weather were addressed by senior management.
2019/20 – Q1	4	1. Other	Reports of stress in a department have meant that we have been able to support colleagues by attendance at the Trust's resilience and managing stress at work training.
		2. Other	Following concerns raised the Trust has intensified its support of the training and supervision of Junior Doctors.
		3. Other	Unresolved payroll issues were escalated to HR.
		4. Bullying and Harassment	Concerns within nursing function - support put in place and being reviewed.
		5. Bullying and Harassment	Reports of bullying and harassment in an out-sourced service are being reviewed and addressed
2018/19 – Q4	4	1. Other	Community service - Concerns over administration service review. Review has completed and concern resolved.
		2. Other	Anonymous letter - raising concerns over bullying/lack of leadership.

		3. Patient Safety	Anonymous email – Theatres, concerns raised over consent process were investigated and found to be unfounded. Consent policy had been adhered to.
		4. Bullying and Harassment	Anonymous letter – raising concerns over bullying and leadership style within the admin function.

The tables below reflect the bandings and professional groups the 'speak ups' come from, with

Banding and Staff Groups

Concerns raised by staff bands	B2	B3	B4	B5	B6	B7	B8a and above	Unknown
Q1	0	0	0	3	0	0	1	0
Q2	1	0	1	0	0	1	0	0
Q3	1	2	1	1	0	0	0	0

Concerns raised by professional group	Medics	Nurses	HcAs	AHP	Pharmacists	Admin/Clerical	Cleaning/Catering/Maintenance/Ancillary	Board Member	Corporate Service Staff	Unknown
Q1	0	3	0	0	0	0	1	0	0	0
Q2	0	0	0	0	0	0	2	0	1	0
Q3	0	2	1	0	0	1	1	0	0	0

Speak ups year on year comparator

	Bullying and Harassment	Patient Safety	Other	Total
2016/17	2	3	11	17
2017/18	9	6	2	17
2018/19	10	6	9	25
2019/20 Q1 - 3	5	1	8	14

The three major themes emerging from the 19/20 data are:

1. Nurses are the staff group that have spoken up most in 19/20.
2. Each month we have had 'speak ups' from the Cleaning/Catering/Maintenance and Ancillary category.
3. The number of speak ups overall has dropped to pre 18/19 levels.

All themes will be discussed and necessary actions in place following our next FTSU summit.

National Update

In Quarter 3 there were no further case reviews published by the NGO, however October was Speak up Month and champions attended the following the teams to raise awareness:

- Medical Engineering
- Cedar
- Estates
- Health Records

- Access Team
- Elm
- Switchboard
- Theatres
- Community Respiratory
- Community Cardiology
- Cherry
- Maple
- Research
- Oak
- IT
- Junior Doctors Forum

Our response to 'speak up' month was more muted than in 18/19 due to capacity issues, which in turn has led us to consider how we work smarter and more effectively given the limited resource we have and this will be shared as part of the FTSU Improvement Strategy.

LHCH received visitors from the National Guardians Office (NGO), Lorraine Turnell, Engagement Manager and Jenni Fellowes, Regional Liaison Lead (North West) to talk about our work and the regional conference which LHCH have been invited to present at in March 2020, the guardian's office also announced E-learning for all staff to be launched by the NGO at the start of the next financial year.

3. Learning from FTSU

Following a large 'speak up' in December 2018 Case Management training was led by Weightmans for the Board of Directors and senior leaders in the Trust. A further session by Weightmans is expected to be arranged to discuss further learning from this particular case.

Following reports of bullying and harassment, the Director of Nursing in discussion with the matrons and Deputy FTSUG led a series of focus groups with critical care nurses to assess the culture within the team and address any issues.

4. Feedback to FTSU

Of the five cases reported in Q3, two staff members have been asked for feedback but have not responded and three concerns are still on-going, once concluded they will be followed up and asked for feedback.

5. FTSU Next Steps and Actions

As noted at the Board of Directors in November it was felt that 'speak ups' were not as prevalent as they had been which is reinforced by the data above and this was considered as part of the first FTSU Improvement and Strategy meeting between the Director of Corporate Affairs; Director of Workforce; Head of HR; Deputy Head of Education and FTSUG.

Action	By Whom	By When
FTSU Improvement Strategy.	Executive Director/FTSUG	6.1.20 - FTSU meeting between the Director of Corporate Affairs; Director of Workforce; Head of HR; Deputy Head of Education and FTSUG convened to discuss the way forward and strategy, a number

		of actions were agreed and are in progress including the first draft of the strategy to be produced by the end of January 2020 with completion by April 2020 to be reviewed and agreed at the April 2020 FTSU summit.
Explore options for specific champions to represent colleagues with protected characteristics.	FTSUG	To be reviewed as part of the strategy work for completion by April 2020
Refresh champion's network.	FTSUG	To be reviewed as part of the strategy work for completion by April 2020.
All champions to complete E-learning packages.	FTSUG/Champions	May 2020
Link up with the F1 lessons learnt leads	FTSUG	LHCH does not have F1 medical students
Continue with team awareness raising sessions.	FTSUG and Champions	To be reviewed as part of the strategy work for completion by April 2020.

6. Recommendations

The Board of Directors are asked to note the Q3 report.

