

Board of Directors (in Public) Item 5.2

Subject: Freedom to Speak Up (FTSU) Guardian Quarter 2 Report
Date of Meeting: Tuesday 24th November 2020
Prepared by: Helen Turner, Former FTSU Guardian
Presented by: Peris Widdows, FTSU Guardian
Purpose of Report: To Note

BAF Ref	Impact on BAF
WC1, WC2, IV5, DP1	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 2;
- Update on October Speak Up Month
- Update on FTSU Guardian recruitment
- Update on any national progress

2. Concerns Raised through the Freedom to Speak Up Policy Framework – Quarter 2 2020/21

During the second quarter of 2020/21, seven 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	2
Element of Patient Safety	1
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

The concerns in Q2 are summarised below, all have been followed up with actions and the individual staff members kept updated and informed.

It is also important to note that 17 concerns have been raised year to date. On average 15 per concerns per annum are raised through the FTSU channel however as we are going through a period of change an increase in 'speak ups' is to be expected. Of the seven raised this quarter, five are to do with working practices as per the table below

Category	Detail
1. Bullying and Harassment	<p>Concerns raised about a team member – a piece of work has been commissioned to look at the culture within the team and commences 12th and 13th November.</p> <p>A grievance has also been taken out with HR</p>
2. Bullying and Harassment	<p>Concerns raised about another colleague as per the team above – a piece of work has been commissioned to look at the culture within the team commences 12th and 13th November.</p> <p>A grievance has also been taken out with HR</p>
3. Other (working practices)	Concerns over Community service relocation and its impact were raised and addressed promptly and to the satisfaction of both the Community Team and the Medicine Team.
4. Other (working practices)	Anonymous letter delivered to Director of Nursing about gossip on a ward concerning a senior member of staff. The matter was escalated and addressed with staff.
5. Other (working practices)	Member of staff raised concerns over lack of progression and feelings of marginalisation. Resilience training and counselling were put in place as well as signposting to the Band 2-4 development training by Education.
6. Other (working practices)	Excessive heat in an area was addressed by Estates

<p>7. Patient Safety and Other (working practices)</p>	<p>Concerns on Cedar Ward were raised.</p> <ul style="list-style-type: none"> • High dependency patients staff feeling unsafe • Insufficient training on thoracic and upper GI patients was poor. • Staff morale <p>Concerns escalated and Head of Nursing and Director of Nursing spoke to staff. Wards were reconfigured with a reduction in the acuity of patients for Cedar.</p> <p>However with the surge in COVID cases Cedar once again returned to the only post-operative ward in the Trust.</p> <p>Further concerns were raised through the staff welfare route on the 1st November which mirrored the above speak up. The Surgery nursing team responded promptly to the concerns with another reconfiguration on Wednesday 5th November, reducing the number of post-operative patients.</p>
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On-going learning from speak-ups continues with the Trust putting into place additional resilience training through Ben Fuchs of The Kings Fund. The Chief Executive and Director of Corporate Affairs holding critical friend meetings with BAME colleagues and the roll out of the Civility Saves Lives programme which began with an Operational Board presentation by Dr Chris Turner.

A further table at appendix 1 summarises all concerns and updates raised since Q3 2019/20 and bandings and staff groups of those raising concerns are at appendix 2.

Big Conversation with Dr Henrietta Hughes

On Friday 11th September a Big Conversation was held to hear from National Guardian, Dr Henrietta Hughes and to gain input from staff for the following reasons:

1. Respond to the People Plan where it says:
We each have a voice that counts
“We need to look beyond the data and listen to the lived experience of our colleagues. When our people speak, we must listen and then take action.”
2. The current FTSUG is leaving so an opportunity to reshape that and the champions roles.
3. Improvement, particularly in light of COVID and Black Lives Matter.

Following Dr Hughes feedback on recruiting for the Guardian role she suggested we go out to the wider organisation to see what they wanted.

A survey was produced with 10 questions suggested by Dr Hughes used by another Trust and 45 people responded, the feedback was discussed at the FTSU Summit and with the BoD Chair and NED lead for FTSU.

The Big Conversation can be found at the following link

<https://www.youtube.com/watch?v=xq3LbaxDpXM>

A further engagement session at the monthly sharing and learning session where the recording of Dr Hughes was also shown and questions raised by the FTSU team to seek feedback from colleagues about

- Soft intelligence that managers believe that FTSU “stops them managing”
- Staff felt that their concerns were raised but not listened to

Feedback from the room was that this wasn't the case on both points however during this time of considerable change and uncertainty both points should not be dismissed.

FTSU Summit

An FTSU Summit was held on the 2nd October, the first summit meeting held since the start of the pandemic, discussed at the summit was:

1. FTSU Guardian and Champion recruitment including the survey results.
2. Detailed triangulation of FTSU ‘speak ups’, patient safety and workforce data.
3. October Speak Up Month plans

FTSUG Recruitment

On 4th November interviews for the post of FTSUG were held and Research Nurse Perris Widdows was appointed to the role. Running parallel with the recruitment of the Guardian was the appointment of the new champion's network.

Training for the Guardian and champions is being progressed both through the NGO and the Education team

National Profile

As reported previously Lucy Lavan, Executive Lead for FTSU is part of the National FTSU Advisory Group. The first meeting was held on the 2nd October with further meetings to be held quarterly. The focus was on interpretation and clearer understanding of the BoD FTSU Guidance and how to support Executive and NED Leads.

Jane Tomkinson was invited to participate in a national discussion led by Henrietta Hughes to promote FTSU Month. LHCH was showcased and Jane described the journey to establish and embed FTSU arrangements at the Trust.

October Speak Up Month

During speak up month a number of activities were held as per the table below:

October onwards	FTSU Guardian awareness raising as part of the Staff Welfare Team
2nd October	First meeting of the National FTSU Advisory Group
6th October	Jane Tomkinson participated in a national panel discussion led by Henrietta Hughes, National FTSU Guardian to launch Speak Up Month and to share good practice on how FTSU has been implemented at LHCH.
7th October, 1pm – 4pm	Virtual Surgery FTSU Guardian
9th October,	Dr Chris Turner Civility Saves Lives

14th October, 1pm – 4pm	Virtual Surgery FTSU Guardian
16th October, 8am	Dr Ravi Karwa Speaking up, behaviour change and stress
21 October, 1pm – 4pm	Virtual Surgery FTSU Guardian
27 October , 1pm – 4pm	Virtual Surgery FTSU Guardian

The idea of virtual surgeries came from Solent Trust who came top of the FTSU Index Staff Survey and they had great success with these, however we had zero up take at LHCH. The most powerful awareness raising done at the Trust has been through the welfare team. The reason for virtual surgery success at Solent could be that they are a multi –site Community Trust unlike LHCH.

3. Feedback to FTSU

All those who have raised concerns to the FTSUG and champions are asked the following questions

“Given your experience would you speak up again?” Yes/No/Maybe/Don’t know
“Please explain your response”

Of the seven who have spoken up this quarter, six have been asked for feedback and five have responded.

Their responses are in the table below:

	Given your experience would you speak up again?	Please explain your response.
Colleague 1	Yes	<p>The reason for this is I believe a problem shared is sometimes a problem halved, I never want myself or any other member of staff to feel like they wasn’t being listened too.</p> <p>This can affect mental and physical health. Sometimes all it takes is for someone impartial to listen and maybe they have an insight to how the problem can be resolved quicker, they bring a new perspective on the problem</p> <p>Thank you for taking the time to listen and help with the situation I presented you with at the time.</p> <p>It was very much appreciated</p> <p>Thank you once again</p>
Colleague 2	Yes	We feel the matter was dealt with confidentially and promptly. Concerns

		raised were listened to. Staff felt well supported with the matter. And we were left with a positive result.
Colleague 3	Yes	<ul style="list-style-type: none"> - Speaking up allowed the situation explained to the FTSU Lead to be highlighted and kept on the radar. - Speaking to the FTSU Lead provided me with the assurance that the Department Head would take the matter seriously and action as appropriate. - As a follow up from speaking to the FTSU Lead, I have been asked by the Department Head to produce a record of all incidents where I believe there to be “unacceptable behavior” towards me as reported to the FTSU Lead. This will provide evidence when required.
Colleague 4	Yes	Having the freedom to speak out enables any concerns to be addressed and it leaves you feeling supported.
Colleague 5	Yes	<p>No-one should come to work and suffer. Any issue that goes against our Trust values and behaviours should be spoken up about. The FTSU Guardians give that platform and it was Helen’s belief in me that gave me the confidence to put in a formal complaint. We do, however, need to do more as a Trust to move towards eradicating such behaviours. There are too many excuses for said behaviours/ attitudes.</p> <p>What we accept we permit.</p>

4. FTSU Next Steps and Actions

Action	By Whom	By When
Refresh champion’s network and explore options for specific champions to represent colleagues with protected characteristics.	FTSUG	Recruitment nearing completion and training is being explored by the FTSUG and Executive Lead.
All those with FTSU responsibility to complete induction and training.	FTSUG/Champions	Online training from NGO release date expected imminently.
October speak up month - team awareness raising sessions.	FTSUG and Champions	Complete

BAME Action Plan – once complete, any actions arising from the plan relevant to FTSU will be progressed.	FTSUG/Rachel McDonald	Complete and actions sent to the new FTSUG

6. Recommendations

The Board of Directors are asked to note the Q2 report.

Appendix 1

Concern raised since Q2 19/20

	Category	Detail
2020 – 2021 Q1	1. Other	Concern about PPE and conflicting guidance nationally was resolved by the HoN surgery.
	2. Other	Concerns around social distancing and enforcement. Some staff did not feel comfortable to challenge senior staff who were not respecting social distancing particularly in corridors. As a consequence the Trust have put in place a number of measures including posters, floor signage, screen saver infographics, room size assessments to make sure all staff are safe and have communicated social
	3. Bullying and Harassment	Concern about on-going harassment by a member of staff was raised again, this is being investigated.
	4. Bullying and Harassment	Concern about the member of staff who was experiencing harassment as per above.
	5. Other	Racism reported by a member of the out-patients team, this is being investigated.

2019-2020 – Q4	1. Other	Non-adherence to social distancing reported and addressed by the education team.
	2. Other	Unsafe working condition reported and resolved by estates.

	3. Bullying and Harassment	A poor culture in a team was escalated to the Executive Director who is working with the HoD to improve it.
	4. Other	FTSUG asked to do an awareness raising session for a team were possible poor behavior and values were displayed. No further concerns were raised following the session. However the dispute between two team members is going to mediation.
	5. Bullying and Harassment	A member of staff reported alleged unfair treatment by their line manager; this was escalated to the Executive Director and addressed with the line manager.
	6. Other	Concerns raised by a member of staff during and after suspension. This was escalated to the Matron for resolution. The team member has now left the Trust.
2019/20 – Q3	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 possible 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 were 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. This has now been concluded.
2019/20 – Q2	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 were investigated concluded.
	3. Other	Requests for clarity over the uniform policy during hot weather were addressed by senior management.

Appendix 2

The tables below reflect the bandings and professional groups of the 'speak ups' for the last four quarters as per the Guardian guidelines.

Banding and Staff Groups

Concerns raised by staff bands	B2	B3	B4	B5	B6	B7	B8a and above	Unknown
Q3	1	2	1	1	0	0	0	0
Q4	0	0	1	2	0	0	3	0
Q1	1	0	2	2	0	0	0	0
Q2	1	0	1	1	0	2	1	1

Concerns raised by professional group	Medics	Nurses	HCA's	AHP	Pharmacists	Admin/Clerical	Cleaning/Catering/Maintenance/Ancillary	Board Member	Corporate Service Staff	Unknown
Q3	0	2	1	0	0	1	1	0	0	0
Q4	0	2	0	0	0	1	1	0	2	1
Q1	0	2	0	0	0	1	0	0	2	0
Q2	0	3	0	1	0	0	0	0	2	1