

Board of Directors (in Public)

Item 2.1.1

Subject: Freedom to Speak Up (FTSU) Guardian – Quarter 2 Report
Date of meeting: 6th November 2018
Prepared by: Helen Turner, FTSU Guardian and Lucy Lavan, Director of Corporate Affairs and Executive Lead, FTSU
Presented by: Helen Turner, FTSU Guardian
Purpose of Report: To Note/Approve

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 2;
- Report on outcomes from the Trusts first FTSU Summit;
- Update on regional and national progress
- Feedback on the Trusts activities for October 'speak out' month.

2. Concerns Raised through the Freedom to Speak Up Policy Framework – Quarter 2 2018/19

During the second quarter of 2018/19, three concerns were raised under the Freedom to Speak Up Policy. The themes of the concern were:

Values and Behaviours	2
Patient Safety	1
Other	

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 and feedback provided to individual staff members.

The following table summarises the concerns raised since the start of the financial year:

Quarter	No. of contacts	Category	Detail
2018/19 – Q2	3	1. Bullying and harassment	1. Investigation underway and HR process being followed
		2. Values and behaviours	2. Team leader facilitated culture work with external facilitator for full team engagement.
		3. Patient Safety	3. Escalated to AMD Surgery for review
2018/19 – Q1	1	1. Values and behaviour and HR process	1. Referred to HR to investigate process of organisational change

3. National Guidance

Following publication of the national guidance a Board workshop was held on 4th September 2018 and the self-review tool was used to reflect on current practice and areas for development; Item 2.1.2 on the Board agenda refers.

4. FTSU Summit

A quarterly FTSU summit has been established to enable the triangulation of patient safety and staff experience data with concerns raised under the FTSU policy, with key messages and learning to be cascaded via the SOLE Bulletin. Membership of the group comprises the Director of Corporate Affairs and Executive Lead for FTSU, the FTSUG, Chief Executive, Medical Director, Director of Nursing, Director of HR, Deputy FTSUG, Head of Risk, Head of HR and Deputy Director of Nursing. The first meeting took place on Monday 1st October 2018.

The summit reviewed:

FTSU - Number and Type of Issues Dealt with up to 30th September 2018:

The report looked at the types of issues; staff groups; areas by divisions; areas of the organisation that have spoken up more than once and protected characteristics of people speaking up. Following the publication of the 2017/18 national NGO report, reporting for the second summit will follow the same categories to facilitate further benchmarking.

The key theme was the amount of anonymous concerns raised, which since its inception in 2016 was over 50%, however further benchmarking work for 2017/18 showed the Trust had improved considerably at 15% compared to the national average of 18%.

Issues Raised with Patient Safety/Experience Issues

The key themes were:

1. Harm data – showed no concerns and the current focus is on medication errors.

2. The HALTs raised at safety huddle provided excellent evidence of strong, open and transparent safety culture. Consideration was also given as to whether these should be included in FTSU data, but it was noted that the NGO data collection was focused only on referrals to local guardians.
3. Feedback and actions of serious incidents, incident reporting and complaints.

Issues Raised with Staff Experience

The key themes were:

1. Staff survey benchmarking data 2017 showed LHCH performed as well as or better than selected peer group for
 - Overall staff engagement
 - KF31 (confidence in reporting unsafe clinical practice)
 - KF26 (% staff experiencing bullying and harassment – B&H)
2. There are four on-going Bullying and Harassment cases – for two of these ‘no case to answer’ confirmed; for the other two, informal action has been taken.
3. WRES data and exit interviews suggest one area of focus – career progression.
4. No current suspensions linked to FTSU cases.

The FTSUG and Head of HR are to forge closer links to triangulate bullying and harassment/values and behaviours data.

Trust review of National Guardian Office (NGO) case reviews

The NGO has published three case reviews in the last 12 months; the Trust has benchmarked itself against the recommendations and performed well. Two actions remain for follow up which are:

- Do staff have appropriate access to FTSU Lead NED if they wish to remain anonymous?
- Review of relevant HR policies and reference to FTSU where appropriate – in particular, to make clear that staff could contact the FTSUG if they wished whilst on suspension.

The conclusion and the key messages from the FTSU Summit were:

- Confirmation of robust FTSU arrangements in place.
- Strong evidence of an open and transparent safety culture.
- No impact on patient safety or staff detriment identified
- Most significant theme is values and behaviours
- The key theme identified was the need to recognise the importance of good working relationships with colleagues/managers and to seek support at an early stage to mitigate breakdown and avoid further problems. FTSUG/Champions provide a safe space for staff to talk about concerns with colleagues and get help to resolve these amicably.

5. October ‘Speak Out’ Month

The NGO declared October as speak out month and LHCH’s FTSUG and champions have used this as an opportunity to attend local team talks and huddles to raise awareness of FTSU; the team of champions; Chief Executive pledges and the Safety Seven. The Trust has also participated in the NGOs ‘speak out’ twitter campaign. Consequently five speak outs have been received in October so far, as result of the awareness raising and these will be reported at Q3.

Areas covered by the FTSUG team so far include:

- CCU
- Elm Ward
- Maple Suite
- Cherry Ward
- Oak Ward
- Cedar Ward
- Cardiology audit day
- Medical secretaries and access team
- Pulmonary Function
- Hospital Coordinators
- Preceptorship
- HR and Education
- Robert Owen House (includes Security, Porters, Domestics and Switchboard)
- Medical Engineering

Feedback from the champions reported that the staff had high levels of awareness about FTSU and the talks were received positively. The Guardian and champions will continue to attend teams and huddles throughout October and into November.

Health and Wellbeing Event

The FTSU team attended the Trust's quarterly health and wellbeing event to raise awareness of the champions; Safety Seven and the Chief Executive Pledges.

Chief Executive Pledges

A discrete awareness raising campaign of the Chief Executive Pledges has been instigated with posters placed in strategic areas and as the Trust screen saver.

Junior Doctors, BAME and Bank Staff

Junior Doctors, BAME and Bank Staff are recognised as historically hard to reach groups and as such an additional focus on these groups is needed.

The FTSUG has attended the Junior Doctors Forum twice and at the December 2018 meeting will give a presentation on FTSU with the Deputy Guardian, Dr Justin Ratnasingham, the FTSUG has also met with the Guardian of Safe Working to discuss further engagement with Junior Doctors.

Actions to engage with BAME and bank staff will be pursued in Q3

6. NW FTSU Guardians' Regional Network Meeting

The Executive Lead for FTSU attended the Guardians regional network meeting which also included the National Guardian, Dr Henrietta Hughes in attendance. Key points from the meeting were:

- FTSU now 'business as usual' in the health sector and the national quarterly data collection is used as 'official statistics' and there is now increasing interest from other Government Departments, particularly the Ministry of Defence
- The Regional Chairs' summit is working well – local FTSUGs were asked to continue to any issues/suggestions/guidance needed - Jane Butcher and Phil Gordon are co-chairs for the Northwest
- On the 16th October Dr Henrietta Hughes is hosting a FTSU event at House of Commons

- All Guardians are expected, as a minimum, to have completed the foundation training provided by NGO.
- A national development day is being piloted – there has been an application process for 50 places - 90 applications received and 55 applicants meet the criteria
- Bullying and harassment remains a key issue - a major campaign involving the Royal Colleges and other organisations is to be launched and all organisations will have access to resources.
- There is some confusion in the system between roles of FTSUG and Guardian of Safe Working and the NGO are looking to make better links and establish joint meetings
- There will be a new HSJ award for ‘developing a supportive culture’
- Publications include – first year of speaking up data including themes, impacts and case studies
- The recent survey revealed that many FTSUGs do not have ring-fenced time to do their role - this is to be mandated and a key requirement to demonstrate well led (CQC)
- Two further case study reviews to be published imminently
- Next steps for NGO will be to set up vanguards to expand FTSU into primary care - (over 50,000 organisations with different cultures and histories)
- NGO also working with NHS Employers to engage with HR on FTSU agenda and ensure, for example, that grievances are concluded quickly
- Need for stronger focus on OD leadership work – managing difficult conversations and understanding the impact of managers’ choice of language eg “ we have received an anonymous **complaint** that needs to be sorted”
- There is a webpage “*Am I a bully*” at one hospital and it was the most visited webpage the Trust has. It is being used so that staff can reflect on their own performance and management styles.

7. Next steps and actions

	Action	By Whom	By When
1	Attendance at Tameside and Glossop NHS Trust FTSU training for staff.	FTSUG	Thursday 20 th December 2018.
2	Refinement of feedback process from those who have raised concerns to facilitate FTSUG learning and improvement.	FTSUG	End of Quarter 3 and on-going
3	Engagement with LHCH volunteers.	FTSUG/champions	End of Quarter 3
4	Continue attendance at team meetings/huddles to raise awareness of FTSU.	FTSUG/champions	On-going
5	Engagement with BAME and bank staff.	FTSUG/champions	End of Quarter 3
6	HR policy review to ensure FTSU appropriately referenced.	FTSUG/Head of HR	End of Quarter 3
7	FTSU and Head of HR to form closer links re: triangulation of bullying and harassment/values and behaviours data	FTSUG/Head of HR	End of Quarter 3

8. Recommendations

The Board of Directors are asked to:

- Note the Q2 report, progress made to date and next steps.