

## Council of Governors (in Public)

### Item 7

**Subject:** Freedom to Speak Up Guardian Annual Report 2018/19  
**Date of meeting:** Tuesday 4<sup>th</sup> June 2019  
**Prepared by:** Helen Turner, FTSU Guardian  
**Presented by:** Helen Turner, FTSU Guardian

### 1. Executive Summary

The 2018/2019 financial year has marked the third year of the Freedom to Speak up Guardian (FTSUG) role and that of the Freedom to Speak Up (FTSU) Champions Network at LHCH.

This paper provides a reflection on the work undertaken during the third year of implementation and its effectiveness in supporting positive cultural change through enabling staff to freely speak up.

A summary of FTSU activity over the last 12 months is provided with the aim of giving assurance that the local arrangements in place continue to meet best practice and support staff to raise concerns. This is done in the context of an evolving and maturing national agenda that is learning from the collective experiences of FTSU Guardians, their champion networks and those at the National Guardian Office.

The Council of Governors is asked to review the annual report and progress made to date.

### 2. Background

At LHCH, considerable work had already been done prior to the introduction of the Freedom to Speak up Policy and FTSUG role, to strengthen and embed a culture of safety including the introduction of the daily safety huddle, speak out safely campaign, recognition of human factors and the HALT process. The Chief Executive personally pledges to all staff that they will be protected when they speak up about matters of patient and staff safety and this is regularly reinforced on induction day, via team brief, screensavers and a recent poster campaign through 'speak up' month. It is also reinforced to staff that it is their duty to speak up immediately if they feel there is any risk to safety. In this context at LHCH, the FTSUG and champions network compliment existing mechanisms, providing a further route for staff to speak up and also the resource to support any staff member who has raised concerns, regardless of the route that they have chosen.

At a National Level, the Office of the National Guardian has progressed the following areas:

- A case review pilot which saw five case reviews from different Trusts published with associated recommendations.
- Annual national survey and associated recommendations.
- Annual national conference, which saw presentations on diverse cultural change/organisational development projects and initiatives.
- Launch of October as 'speak up' month – highlighting and increasing the profile of the importance of FTSU and 'speaking up'.

- NGO and NHSI published a FTSU self-review tool for Board of Directors to help Boards create a culture that is responsive to feedback and focused on learning and continual improvement.
- Increased profile for the NGO and FTSU through national reporting on Gosport and other issues.

### 3. Key Achievements

Responding to both our local and national context, key achievements during 2018/19 include.

- Appointment of new FTSU Guardian with ring fenced time as per NGO's recommendations
- Increased visibility of the role amongst front line staff through a comprehensive programme of Guardian and champion attendance at team talks/huddles launched through the NGO's 'speak up' month.
- Increased awareness of the need for good working relationships
- Quarterly FTSU summit to triangulate FTSU concerns with HR and Patient Safety
- FTSUG now reports to BoD quarterly instead of People Committee
- Diversity of the champion's network reflects the diversity of our workforce.
- Appointment of Dr Ratnasingham as the Deputy FTSU Guardian.
- BoD workshop to evaluate FTSU arrangements as per national guidance.
- FTSUG attendance at regional and national meetings/conferences.
- FTSUG and three champions attended regional training sessions.
- Reporting of concerns to Board of Directors in line with NGO reporting.
- FTSU presentation to LHCH volunteers.
- Assessment of LHCH practice against the recommendations from the five published case reviews.
- FTSUG interviewed as part of February's CQC well-led inspection.
- Refresh of the champions network.
- FTSU has a high profile within the organisation, examples outlined below:
  - FTSUG active member of the Equality and Inclusion Steering Group and Health and Well Being Group.
  - FTSUG actively involved in supporting the BAME Group and Dr Ghotkar FTSU champion is interim chair.
  - FTSUG attends Junior Doctors forum
  - FTSU presence at Health and Well-being Events
  - FTSU presentation on multi-disciplinary preceptorship programmes
  - FTSU monthly presentation at team brief
  - FTSU increased visibility in the quarterly Safety and Organisational Learning (SOLE) bulletin which also reports key outcomes from the FTSU summit (see appendix 3)
  - Posters campaign by the Chief Executive of her three pledges.
  - Desktop, screensavers and dedicated intranet page available to all staff
- 22 Concerns were raised to the FTSU Guardian and/or champions in 2018/19 and can be found at appendix 1. These have included concerns that relate primarily to staff values and behaviours but also some issues associated with working practices and with patient safety. Example case studies of the concerns raised can be found in appendix 2.

### 4. BoD Self-Review Tool

In September 2019 the BoD held a workshop to assess speaking up arrangements following national guidance from CQC and NHSI, the following action plan was developed where expectations were not fully met, the principal actions are summarised below.

	Action	By Whom	By When
1	Future FTSUG reports to BoD and communications to staff (e.g. via SOLE Bulletin) to better articulate key learning and improvement work	FTSUG	Complete and on-going
2	FTSUG to report directly to the Board and in person on a quarterly basis.	FTSUG	Complete
3	Leadership Strategy and development programmes to emphasise learning from issues raised by people who speak up, support managers to handle difficult conversations well and ensure FTSU champions are equipped to fulfil their roles effectively.	Director of Workforce Development	Complete
4	Use FTSU Month (October 2018) to raise awareness of CEO's 3 point pledge	FTSUG	Complete
5	Establish quarterly FTSU Summit to rigorously review processes and triangulate concerns raised with other data relating to patient safety and staff experience	Director of Corporate Affairs	Complete
6	Include appropriate content relating to how the Trust is supporting a positive FTSU culture, together with anonymised data in the Trust's annual report	Director of Corporate Affairs	Complete –annual report presented at 28 <sup>th</sup> May BoD meeting
7	Promote positive outcomes from speaking up in order that staff will feel more confident to speak up – via SOLE Bulletin and monthly team brief	FTSUG	Complete and on-going
8	Consider culture, leadership and governance in respect of FTSU as part of mock well led inspection and identify any further areas for development.	Director of Nursing and Director of Corporate Affairs	Complete

## 5. Comparative Review of Organisational Performance in relation to FTSU

Based on data available internally and externally to the organisation, an internal assessment has indicated that LHCH is meeting all national recommendations and best practice. This is indicated and evidenced through the following:

- **External Benchmarking**

- Due to the size and specialist nature of our trust, the following organisations are used as a comparative benchmark - The Walton Centre, Clatterbridge Cancer Centre, Papworth Hospital NHS Foundation Trust and Royal Brompton and Harefield NHS Foundation Trust. A summary of this benchmarking data is provided for information at appendix 3.
- Assessment against all 18/19 published national guidance and recommendations including the five published case reviews and national survey recommendations, which have been reported to BoD and at the quarterly FTSU summits
- Comprehensive assessment against BoD self-review FTSU arrangements tool kit at the Board of Directors workshop on 4<sup>th</sup> September 2019

- **Internal Evaluation**

Where possible and once the case is closed we ask the following questions in line with national guidance to those who have spoken up:

“Given your experience would you speak up again?” Yes/No/Maybe/Don't Know

“Please explain your response”

In 2018/19

9 ‘speak ups’ have responded yes

1 maybe

2 haven't responded

5 were anonymous so unable to ask for feedback

4 still outstanding and about the same case which is not closed

1 ‘speak up’ left the Trust so unable to ask

Comments include:

“I was fully supported from start to finish. I cannot thank staff enough for the efforts made to help with issues going on.”

“Really supportive”

“I found the help and support excellent.”

“She couldn't have done anything better she was professional, discreet and kept my information confidential, always kept me up to date with feedback.”

“Saying that I felt let down when the response from exec level was that my concern was not deemed worthy of being a FTSU issue and the matter was redirected back to local management team for resolution; something that they had already been finding difficulty doing.”

- **Governance**

The policy reviewed and updated and assurance given of policy effectiveness - Audit Committee, September 2018

## 6. Next Steps

- Another intensive round of attendance at team talks and huddles by the Guardian and Champions, specifically targeting ‘hotspots’ identified by the staff survey.
- Continue to engage with the national office and regional network to ensure LHCH continues to lead the way in relation to best practice.
- Explore best practice such as ‘fair and just’ culture; ‘civility saves lives’ and ‘speaking truth to power’ to enhance LHCH’s existing FTSU arrangements.

The FTSU Guardian will continue to provide reports as follows:

- Updates to the BoD quarterly on the number of concerns raised through the FTSU Network and any common themes an annual report to the Board of Directors;
- A review of the policy and its effectiveness to the Audit Committee annually in November

## 7. Recommendations

The Council of Governors is asked to:

- i) note the annual report;

- ii) accept assurance that local FTSU arrangements are in place and meet best practice guidance
- iii) Approve closure of action plan as per section 4

## Appendix 1 – Concerns raised 2018/19

Quarter	No. of contacts	Category	Detail
2018/19 – Q4	4	1. Other	Community service - Concerns over administration service review.
		2. Other	Anonymous letter - raising concerns over bullying/lack of leadership within the admin function.
		3. Patient Safety	Anonymous email – Theatres, concerns raised over consent for a robotic operation but mini mitral performed instead, investigated and all consents were in place
		4. Other	Anonymous letter – raising concerns over bullying/lack of leadership within the admin function
2018/19 – Q3	14	1. Patient Safety	Investigated and no harm to patient – learning published in SOLE bulletin and included further in the report.
		2. Bullying and Harassment	HR investigation concluded
		3. Other (values and behaviour)	Culture of a clinical team resulted in an away day where views were aired - learning published in SOLE bulletin and included further in the report
		4. Patient Safety	Anonymous letter received about a recruitment process in a clinical area. HR reviewed the process.
		5. Bullying and Harassment	Anonymous letter regarding Ward culture – (see No. 12)
		6. Other (values and behaviour)	Escalated to Theatre Matron
		7. Other	Charitable donation use – concluded and items bought for theatres area.
		8. Bullying and Harassment	Complaint about culture on ward – reviewed and found no case to answer. (see No. 12)
		9. Other	Request for information on bank staff A/L entitlement - referred to HR
		10. Bullying and	Escalated to Head of

		Harassment	Nursing Clinical Services for review and concluded
		11. Bullying and Harassment	Grievance investigated by HR and concluded. (see No.12)
		12. Bullying and Harassment and Patient Safety	Complaint about ward culture by 16 members of staff – investigation concluded.
		13. Patient Safety	Capital money confirmed to buy a bladder scanner
		14. Bullying and Harassment	Complaint about ward culture (see No.12)
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

## **Appendix 2 Learning from speak ups**

The National Guardians Office emphasises the importance of learning from any speak ups reported and has also been an important part of the Trust's culture pre-dating FTSU, examples of learning include:

- **Theatres**

Concerns raised about out of date pacing wires, new processes are in place to ensure that out of date equipment is not available in any theatre and that nursing staff are sufficiently empowered to dispose of the equipment without recourse to senior management.

- **Junior Doctors**

An SHO raised a concern regarding the lack of a bladder scanner in the Trust which had led to suboptimal care for patients in surgery and medicine. Funding has now been approved to purchase a scanner.

- **Culture**

A team where inappropriate language and terminology was reported had an away day to address their culture, this resulted in a lot of difficult issues being raised, all the team are reflecting on their behaviour and monitoring of the situation will continue to ensure this has led to sustainable behaviour change.

### **Process for FTSU**

- Following a 'speak up' with a number of people involved, an FTSU charter is being developed to clarify expectation and roles which we are currently testing with colleagues.

*\*Please note that learning from all cases is sought but due to Trust size and confidentiality it is not always possible to publish lessons learnt*



### Appendix 3 – Summary of External Benchmarking

Figure 1: Benchmarking of FTSU based on Quarterly Data Return to National Office

		No. of Cases Raised	No. of cases raised anonymously	No. of cases including an element of patient Safety	No. of cases including an element of Bullying and Harrassment	No. of cases where the individual raising the concern has suffered detriment as a result of raising their concern.
LHCH	Qtr 1	1	0	0	1	0
	Qtr 2	3	3	1	2	0
	Qtr 3	14	6	4	7	0
	Qtr 4	4	3	1	0	0
The Walton Centre	Qtr 1	5	0	0	0	0
	Qtr2	1	0	1	0	0
	Qtr 3	1	0	0	1	0
	Qtr 4	5	0	1	4	0
The Clatterbridge Cancer Centre	Qtr1	0	0	0	0	0
	Qtr 2	5	0	1	4	0
	Qtr 3	5	2	0	3	0
	Qtr 4	4	2	0	2	0
Papworth Hospital NHS Foundation Trust	Qtr 1	0	0	0	0	0
	Qtr 2	9	0	0	9	0
	Qtr 3	10	0	0	8	0
	Qtr 4	11	0	0	8	0
The Royal Brompton and Harefield NHS Foundation Trust	Qtr 1	6	2	0	6	3
	Qtr 2	4	0	2	2	0
	Qtr 3	No data	No data	No data	No data	No data
	Qtr 4	0	0	0	0	0

## SOLE Bulletin – FTSU Page

# Safety

## Organisational Learning E-bulletin

### Freedom to Speak Up

October is Freedom to Speak Up Month and our Freedom to Speak Up Guardian and Champions have been busy attending team meetings to raise awareness of Freedom to Speak Up. The following work has also taken place:

- Board Directors participated in a Board Workshop to review the new national guidance on FTSU and to complete the self-review tool.
- It has been agreed that Helen Turner, FTSUG, will attend the Board in person, once each quarter, to update the Board on FTSU activity.
- Dr Justin Ratnasingham, Deputy FTSUG and Lucy Lavan, Executive Lead, addressed the Operational Board and Clinical Leads on 27th September to share lessons from Gosport and to set out the expectations of Divisions for supporting a safe, open and transparent working environment.
- Our first quarterly FTSU Summit was held on 1st October. Members of the executive team, the FTSUG and a number of senior managers met to triangulate data on FTSU themes, patient harms and staff experience. Local actions will be followed up via Sharing and Learning in the coming weeks.

### CONCERNS RAISED

- The majority of FTSU concerns raised to date relate to staff values and behaviours. The most common FTSU theme has been a breakdown in relationships.
- If you feel this is, or could become an issue in your team, please speak up before it escalates – you can speak in confidence to the FTSUG or any of the champions if you feel unable to talk to your line manager.
- It is much easier to deal with problems at an early stage and sort things out before a breakdown in relationship occurs.

### REMEMBER TO SPEAK UP... AND DON'T FORGET THE CEO's PERSONAL PLEDGE:

- I actively encourage staff to speak up about any concerns.
- I will investigate fully, openly and transparently and will provide feedback wherever possible.
- I will keep you safe and ensure you suffer no detriment.

For more information see the FTSU page and FTSU Policy on the staff intranet.

The graphic is a purple and white poster. At the top, it says 'Liverpool Heart and Chest Hospital NHS Foundation Trust' with the NHS logo. The title 'Freedom to Speak Up (FTSU)' is in large white letters. Below it, 'Our Chief Executive's Pledge' is written. A photo of Jane Tomkinson, Chief Executive, is shown. To the right of the photo, a list of people staff can speak to is provided: Lucy Lavan (FTSU Exec Lead), Helen Turner (FTSU Guardian), Dr Justin Ratnasingham (Deputy FTSU Guardian), and FTSU Champions. At the bottom, it says 'Full information and contact details can be found on the staff intranet.' and 'www.lhch.nhs.uk'.

## Appendix 5

### Benchmarking of Staff Survey Results - 2017 and 2018 Surveys

(source:

[https://www.nhsstaffsurveys.com/Caches/Files/ST18\\_Weighted\\_key\\_findings\\_by\\_organisation\\_2017-2018\\_FINAL.xlsx](https://www.nhsstaffsurveys.com/Caches/Files/ST18_Weighted_key_findings_by_organisation_2017-2018_FINAL.xlsx) <Organisation Weighted Data >

	LHCH		The Walton Centre		The Clatterbridge Cancer Centre		Papworth Hospital NHS Foundation Trust		The Royal Brompton and Harefield NHS Foundation Trust	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
<b>Overall Staff Engagement</b>	4.01	4.06	4.00	3.98	3.97	3.94	3.92	3.89	3.95	3.98
<b>KF 31 – Staff confidence and security in reporting unsafe Clinical Practice</b>	3.94	3.99	3.76	3.72	3.82	3.85	3.72	3.73	3.79	3.81
<b>KF19 – Organisation and management interest in and action on health and well being</b>	3.87	3.84	3.98	3.87	3.66	3.59	3.73	3.59	3.66	3.72
<b>KF 26 - % experiencing harassment, bullying or abuse from staff in the last 12 months</b>	18%	20%	20%	21%	23%	23%	23%	29%	30%	30%

**Overall Staff Engagement:** Nine questions from the National Staff Survey highlight aspects of staff engagement, motivation, involvement and advocacy. Scores to these questions are given on a 1-5 scale

**Key points to note are:** Higher Scores are better. 5 is the maximum score and 1 is the minimum score

**Calculation of the staff engagement scores are done by assigning a number of points to each response:**

"Strongly agree" (the most positive response for each question), is worth 5 points

"Agree" (the next most positive response), is worth 4 points

"Neither agree nor disagree" is worth 3 points

"Disagree" is worth 2 points

"Strongly disagree" is worth 1 point

The score is then calculated by summing these scores and dividing by the number of respondents e.g. If 2 respondents say "Strongly agree", 1 respondent says "Neither agree nor disagree" and 1 respondents says "Disagree" the score would be  $5 + 5 + 3 + 2 = 15$ . This is then divided by the number of respondents - in this example this would be 4. Calculation would be  $15 / 4 = 3.75$ .

Hence the maximum possible score is 5 (all respondents answer "Strongly agree" and the worst possible score is 1 (all respondents answer "Strongly disagree")

**KF 31 – Staff confidence and security in reporting unsafe Clinical Practice:**  
maximum score and 1 is the minimum score

Higher Scores are better. 5 is the

**KF19 – Organisation and management interest in and action on health and wellbeing:**  
maximum score and 1 is the minimum score

Higher Scores are better. 5 is the

**KF 26 - % experiencing harassment, bullying or abuse from staff in the last 12 months:**

Lower Scores are better.

