

# Freedom to Speak Up



CIVILITY SAVES LIVES

## Freedom to Speak Up Annual Report 2019/20

The Freedom to Speak up role at The University Hospitals of Leicester (UHL) has been in place since February 2017, providing a confidential service to support staff in ‘speaking up’. There are different avenues that staff can access to raise confidential concerns. Listening to staff is a priority of the service which ultimately leads to an improved patient safety culture and better staff engagement.

The role of the guardian was one of the many recommendations by Sir Robert Francis in 2015, and it’s ethos of supporting staff to speak up without fear or detriment is paramount to ensuring patient safety and staff welfare are at the forefront of the Trusts priorities.

This report will provide full details of the numbers of staff reporting concerns, the themes by CMG and look at what has been achieved and learnt over the past twelve months. It will compare national data from other Trusts and highlight the impact that COVID-19 has had on our staff, and what has been put in place to support staff both physically and emotionally. Details of plans for the next twelve months will be detailed also.

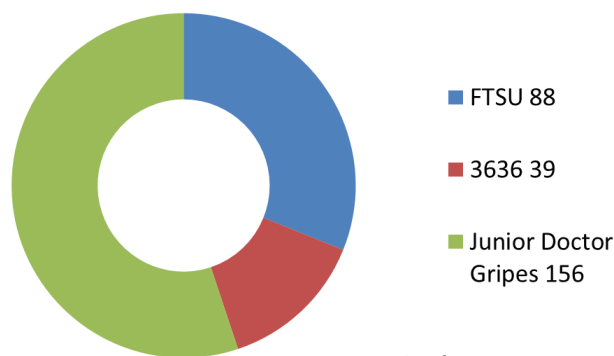
The role of the guardian is currently being covered for Jo Dawson by Becky Ballinger who is on secondment until March 2021

### Avenues for reporting staff concerns are as follows:

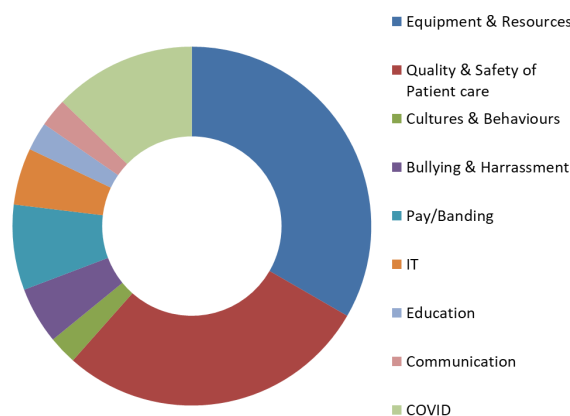
- 3636 confidential telephone line
- Freedom to Speak up mailbox
- Freedom to Speak Up Guardians telephone number
- Junior Doctor Gripe tool
- Anti-bullying and Harassment Service
- Counter Fraud Management Services

The number of staff concerns received by the Guardian from April 2019 to March 2020 was 283 an increase of 51 concerns which reflects that staff have an increased understanding of how to raise concerns. Of the concerns raised for the financial year **37% of all concerns** were recorded as anonymous which still suggests that there is fear for some around raising concerns. More work is required through Leadership role modelling, being vulnerable and open and praising employees for speaking up giving staff the skills they need to speak up is important, making it routine, so trust and confidence to speak up will flourish.

### Freedom to Speak up Concern Raised in 2019/20



### 225 Concerns Raised 2019/20



# Freedom to Speak Up

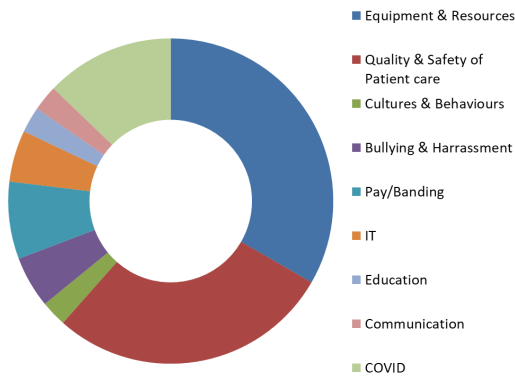
## 3636 Staff Concerns

The confidential line has been running for a number of years. The line enables the staff member to report safety concerns throughout a 24 hour period. That concern is then escalated to the Director on Call for that day to follow up appropriately.

This ensures an immediate, senior and impartial response to safety concerns.



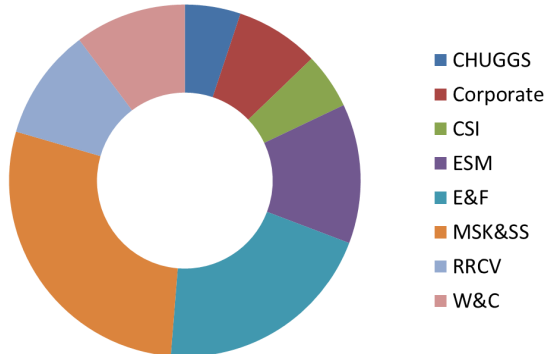
3636 Staff Concerns-39 Concerns Raised 2019/20



- For the year to date we have received a total of 39 reports through this mechanism. In comparison to the last financial year the number of concerns were the same in 2018/19. Themes are reflected in the graph .
- Due to COVID-19 we saw a sharp rise in 3636 reports in March 2020. More information on these themes will be discussed later in the report.

## Numbers of 3636 concerns raised by CMG and Themes

2019/20 3636 Concerns by CMG



MSK&SS saw the highest number of staff raising concerns in 2019/20 with the Alliance and ITAPS recording none. In comparison to last years reporting the largest increase was from MSK&SS and E&F. ESM have seen more than a 50% reduction in the concerns received from 3636.

	Top Themes 1	Top Themes 2	Top Themes 3
<b>CHUGGS</b>	Staffing Numbers	Confidentiality	
<b>Corporate</b>	Equipment	Environment	Beds
<b>CSI</b>	Dignity & Privacy	Facilities	
<b>E&amp;F</b>	Environment	Infection Control	Car parking
<b>ESM</b>	Communication	Bullying and harassment	Staffing numbers
<b>MSK &amp; SS</b>	Communication	Equipment	Beds
<b>RRCV</b>	Infection Control	Environment	Communication
<b>W&amp;C</b>	Staffing numbers	Bullying and harassment	Car parking

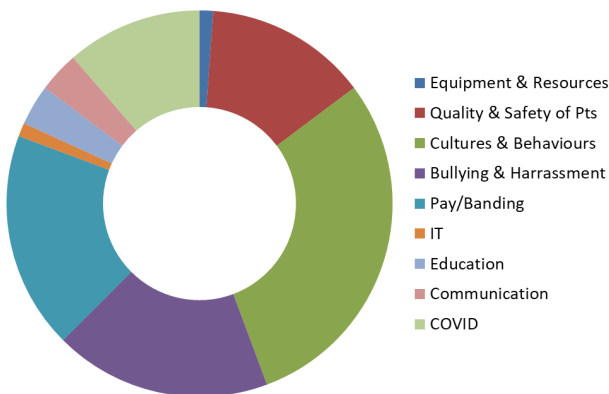
# Freedom to Speak Up

## Numbers of Freedom To Speak Up (FTSU) concerns raised by CMG and Themes

There were 88 Freedom to Speak Up Concerns raised in the year 2019/20. which was 10% less than the previous year.

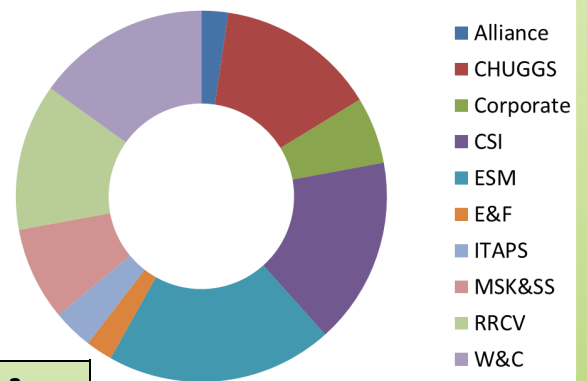
- Themes ranged from Environment and Resources to Cultures and Behaviours sharing the biggest proportion. This is an umbrella category and can be broken down to specifics, but to ensure confidentiality is collated under this theme. Due to COVID-19 we saw a sharp rise in Freedom to Speak Up reports in March 2020. More information on these themes will be discussed later in the report.

**Freedom to Speak Up-88 Concerns Raised 2019/20**



ESM saw the highest number of Freedom to Speak Up concerns raised in 2019/20. In comparison to last years reporting and E&F have recorded more concerns in comparison to last year.

**2019/20 FTSU Concerns by CMG**



## Numbers of FTSU concerns raised by CMG and Themes

	Top Themes 1	Top Themes 2	Top Themes 3
<b>Alliance</b>	Confidentiality	Bullying & Harassment	
<b>CHUGGS</b>	Communication	Bullying & Harassment	Medical care
<b>Corporate</b>	Communication	Bullying & Harassment	
<b>CSI</b>	Communication	Bullying & Harassment	Professionalism
<b>E&amp;F</b>	Communication	Information	
<b>ESM</b>	Communication	Bullying and harassment	Safeguarding
<b>ITAPS</b>	Communication	Bullying & Harassment	
<b>MSK &amp; SS</b>	Communication	Infection Control	Bullying & Harass-
<b>RRCV</b>	Bullying & Harassment	Communication	Medical care
<b>W&amp;C</b>	Communication	Bullying and harassment	Equality and Diversity

**Communication:** Themes under this ranged from how staff members were speaking to one another or information passed through departments.

**Bullying & Harassment:** An increase in the numbers of concerns raised this year especially around March when COVID-19 first impacted. Many cases being supported by HR.

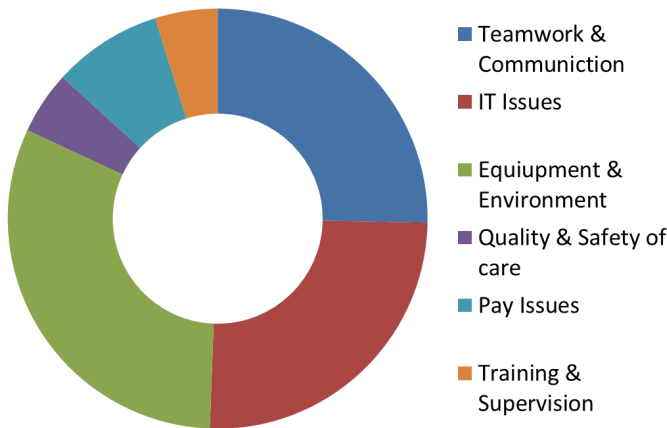
# Freedom to Speak Up

## Numbers of Junior Doctor Gripes raised by CMG and Themes



The Junior Doctor Gripe tool enables Doctors to report confidentially any concerns they have in relation to patient safety, staffing issues and indeed anything that is impacting on them to deliver quality patient care. They can access the tool through the Trusts INsite pages. In the period 2019/20 The Freedom to Speak up Guardian managed 156 Gripes, with the support of the Director of Safety and Risk, Director and Deputy Director of Clinical Education. We've seen an increase in the number of Gripes received in 2018/19 which is really encouraging and shows that the awareness and willingness to report staff concerns is becoming embedded into the Culture for Junior Doctors.

2019/20 Gripe Themes



The Gripes top three themes opposite were:

- \* Teamwork & Communication
- \* Equipment & environment
- \* IT Issues

There has been a sharp rise in Gripes reported in comparison to 2018/19 which is a positive move in awareness raising of the tool and also Junior Doctors feeling confident in raising them. There is the option to not provide your details and there were 48% of the Gripes raised anonymously.

## Lessons learnt

Dr Nicholas Wong ,raised a concern around recurrent issues with appropriate labelling of blood samples and them being rejected . The concern was escalated and investigated by IM&T.

ICE sample collection forms were amended to prevent recurrent rejections, saving time for both clinicians and laboratory staff.

Thank you to Dr Wong allowing us to share their concerns and challenging practice that is not the best for both our staff and patients.

**Heather White** has been a Phlebotomist for 15 years, but has worked a UHL as Phlebotomist for 8.

Heather raised concerns around clinical practice when using syringes for blood sampling, especially for blood tests such as INR (to check clotting) Using a syringe when taking blood is NOT best practice and new guidelines have been issued by April Sellors from the Blood Sciences.

Heather presented at Trust Board in February this year, our first staff story, to highlight the impact of raising a concern can have. Heathers concern ensured change in practice and Trust wide communications.

# Freedom to Speak Up

## 'Speaking up during COVID-19'

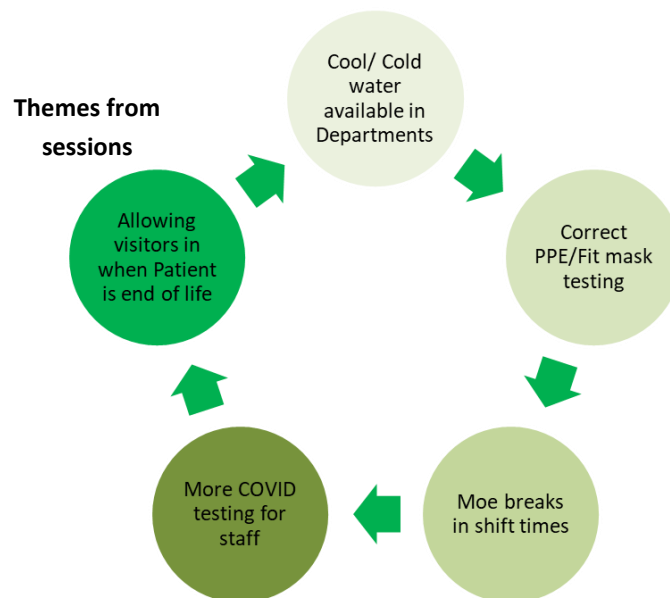
This year has challenged NHS staff more than any other time this side of the Second World War, unprecedented times meant that ensuring staff knew where to go to 'speak up' Supporting staffs psychological and physical wellbeing was a top priority.

Sir Simon Stevens recognised this in the National Guardians Index; "NHS staff have been on the frontline of the greatest challenge our health service has ever faced, speaking up is a fundamental matter of patient and staff safety, which is why we are so determined that NHS employers should support anyone who wants to make their voices heard. Freedom to Speak Up Guardians are therefore a powerful force for good helping this happen'

In March 2020 the Guardian role took an increased number of calls through all three avenues, FTSU, 3636 and Gripes. The graph below shows when the increase began. Staff concerns , were primarily around COVID-19, redeployment, PPE, social distancing and behaviours of colleagues. The trauma and stress that has accompanied many staff during the pandemic has been palpable. The excellent work that has been provided by our Health and Wellbeing Team and Psychological support through AMICA has had a huge impact. The reflective session being held have allowed staff to share 'Where they have been' 'Where they are now' and 'Where they want to be in the future' This has allowed staff to reflect back the initial wave and discuss how they are coping now and what can we do in the future to ensure safety and wellbeing.

The sessions have helped raise the profile of the Guardian and ensure staff know what the role entails. The sessions have enabled that to happen and have been very well received.

	Quarter 4 2019/20		
	Jan	Feb	Mar
<b>3636</b>	1	3	9
<b>Freedom to Speak Up</b>	4	8	13



## What have We Learnt and Plans

- ◆ Staff have been incredibly resilient but we must not underestimate the repercussions of traumatic events, encouraging staff to speak up is paramount.
- ◆ Encourage the use of reflective sessions Psychological support, Health and Wellbeing
- ◆ Promote the role of the Guardian and the modes of speaking up through all teams
- ◆ Acknowledging the feedback from sessions and acting on them. This will be done during quarterly meetings with CEO, NED and CMG Boards
- ◆ FTSU Ambassadors in CMG's

## Freedom to Speak Up

### You Said, We Did

Below is a table in summary of some concerns that have been raised during 2019/20 and what the outcome has been. This has been done with confidentiality at the fore front. Concerns raised are documented on DATIX and then submitted to The National Guardians Office for national data and themes.

You Said	We Did
Safety, lighting and condition of the car park at the Leicester General Hospital	Health and Safety assessment of area undertaken, with extensive repair work to the concrete and lighting
Concern raised around cleanliness of Gentleman's changing room at Glenfield	A full deep clean of the area undertaken and the Manager on call for Glenfield will be checking area on a weekly basis
Report of equipment not working in a clinical area impacting on patient care	Equipment fixed the same day by Estates and Facilities of the concern, enabling the clinic to run
Concerns raised in relation to the culture in department	Guardian worked alongside staff member, manager, and Head of Nursing with issues now being resolved
Recurrent issues with appropriate labelling of blood samples being rejected	This was raised with Head of IT where ICE sample collection forms were amended to prevent recurrent rejections, saving time for both clinicians and laboratory staff

### Whistleblowing Policy

The Freedom to Speak Up: Raising Concerns (Whistleblowing) Policy is currently being reviewed as part of the policy review process. This has been delayed due to COVID-19 and waiting for national guidance from the National Guardians Office.

The policy defines what speaking up safely is and reinforces that no staff should feel at risk of losing their job or suffer any form of reprisal as a result (The Public Interest Disclosure Act 1998)

Staff that raise concerns are reassured by the Freedom to Speak Up Guardian that their concern is kept in confidence, unless the Guardian feels that the concern raised is a Patient Safety concern. The concern will then need to be escalated to the Patient Safety Team



# Freedom to Speak Up

## Freedom to Speak up Index Report 2020

Freedom to speak up is vital in healthcare. When workers feel psychologically safe, they will speak up to avoid harm, and help develop great ideas. 'The National Guardian's Office (NGO) believes a good speaking up culture makes for a safer workplace, for workers, patients and service users.'

Every year NHS staff in trusts are invited to take part in the NHS Staff Survey to share their views about working in their organisation. This data is a rich sense of how staff here at University Hospitals of Leicester (UHL) are feeling, and what their experiences have been to benefit and improve the experiences of staff and patients.

The NGO works alongside NHS England to use four questions from the survey and populates them into the 'Freedom to Speak Up Index' These four questions relate to whether staff feel knowledgeable, secure and encouraged to speak up, and if they would be treated fairly if they reported an incident.

The index allows our organisation to compare itself against others to understand what the culture of 'speaking up is' and also focus on the learning and improvements that can be made going forward.

The survey questions:

- % of staff strongly agreeing or agreeing that their organisation treats staff who are involved in an error, near misses or incidents (question 17a)
- % of staff strongly agreeing or agreeing that their organisation encourages them to report errors, near misses or incidents (question 17b)
- % of staff strongly agreeing or agreeing that if they were concerned about unsafe clinical practice, they would know how to report it (question 18a)
- % of staff strongly agreeing or agreeing that they feel secure about raising concerns about unsafe clinical care (question 18b)



### UHL Index score

The national average index score has continued to improve over the past four year from 75%-78.7% which is encouraging. UHL's score fro this year 77% compared to last years score of 76%. This does show a slight improvement but equally shows we have a way to go with embedding the ethos of 'Speaking up' in our organisation.

### CMG Exit Data

Every quarter the Guardian receives exit interview data from staff leaving our organisation. In this interview staff are asked if they felt safe to 'speak up' and if they are leaving because of the detriment of speaking up. These reports going forward are going to be shared with CMG Quality and Safety boards to look at the themes and reasons staff may be leaving to try and understand the cultures within our organisation. The Guardian will be working with the Triumvirates of CMG's to ensure staff understand the processes of speaking up, what happens when they do speak up and that the outcomes of their concerns are fed back to the individuals and learning is shared.

### Moving Forward

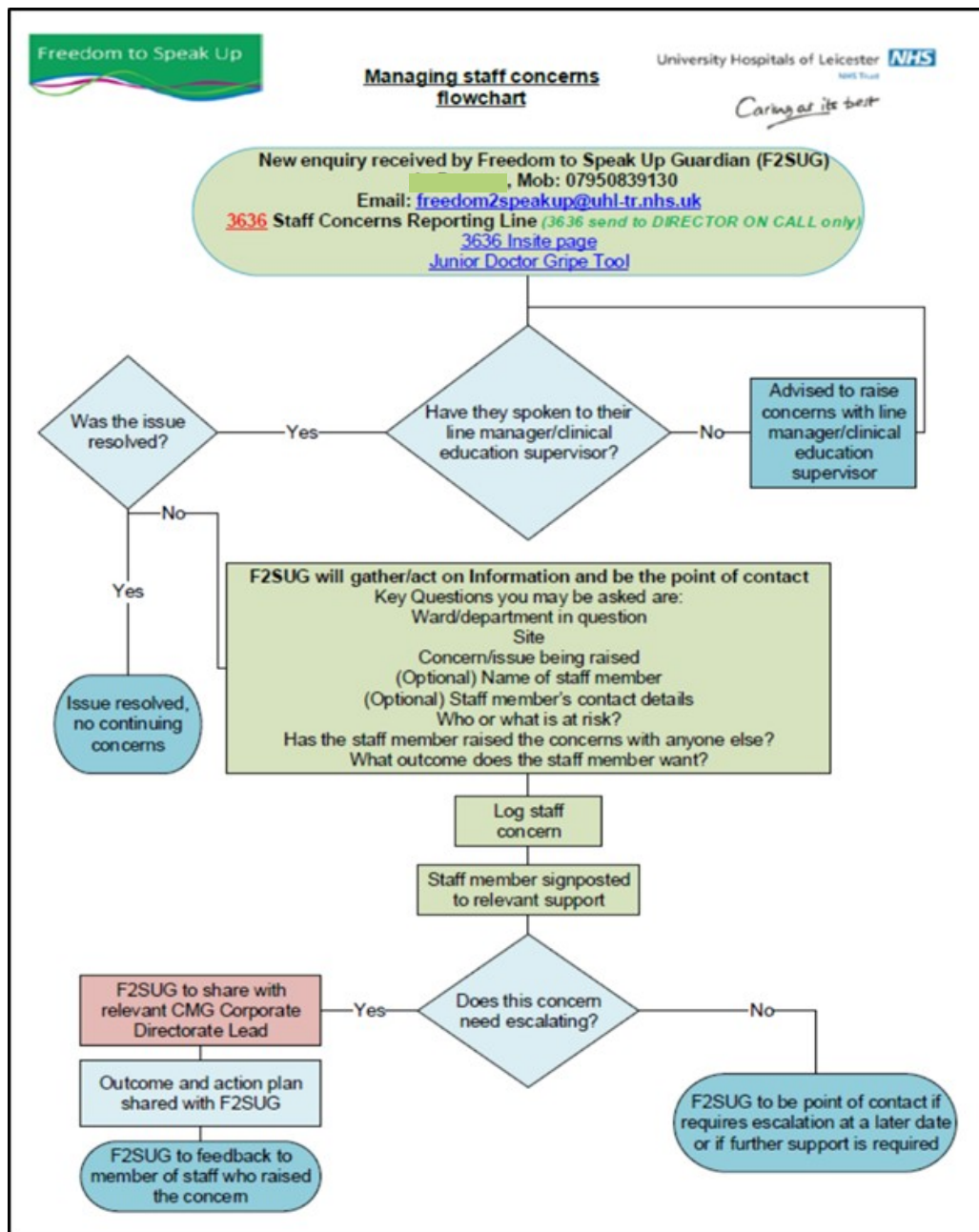
Following on from this data and Freedom to speak up work that has been carried out we will continue to ensure that staff feel safe to speak up and at senior level examine the themes and rich information that comes from our NHS surveys, CMG exit data, and concerns that are raised. The intentions then will be to share the learning with the organisation, at every level. The guardian is embedding new online training fro all staff to ensure we are all aware of why it is important to raise concerns and also why staff should feel safe to speak up. Speaking up at UHL is definitely now business as usual and anyone who feels otherwise should definitely speak to the Guardian and be assured that concerns can be raised anonymously. Sharing concerns ensures our staff and patients feel safe and respected.

# Freedom to Speak Up

## How To Speak Up!

If you are unsure of how to speak up or want to understand the process of what happens when you speak up then please follow the flow chart provided below. It is really important for staff to understand that if you raise a concern, that you shouldn't be treated differently, bullied or victimised. Concerns can be raised anonymously. If you are worried please do ring the Guardian to talk through your concerns. Sometimes having somebody to listen to your concerns can give you the tools and motivation to 'Speak up'

Visit Freedom To Speak Up on our INsite pages under Working Life.





### The Next Twelve Months

The role of the Guardian at UHL is currently be covered with a secondment post for maternity leave for 12 months. A communication strategy is being developed to ensure staff are aware of who the Guardian is and what the Guardian will be doing over the next year. The role will continue to be visible, encourage and empower staff to raise concerns.

### Plans for the service next year;

#### The guardian will:

Improve communications and visibility within the organisation by

- Extensive communications through INsite, desk top promotion and Social Media and Hello My Name is... posters of The Guardian, will be visible around the Trust.
- Publishing a quarterly newsletter to all staff in the organisation to promote the service, communicate good news stories and highlight lessons learned.
- Developing the Freedom to Speak Up on line HELM training for staff. This will be at corporate inductions and given to Triumvirates in CMG's to circulate
- Continuing the Here for You' campaign across UHL and The Alliance alongside the LPT Guardian and Head of Chaplaincy
- Working clinically and non-clinically shadowing staff to understand how staff are feeling, the challenges they face and be visible to those staff that work night shifts and weekends and empowering them to speak up
- Continuing to attend Trust Inductions/Junior Doctor Inductions and teaching sessions to raise awareness

Theme feedback from staff concerns from all routes , national surveys and exit interviews and undertake focussed improvement work by

- Attending CMG Boards quarterly to engage with colleagues on the concerns raised and the data that is provided from Exit interview questionnaires; examine themes and improve the Trusts position in relation in to these
- Meeting regularly with Trust CEO, Directors and Non-Executive Directors to share concerns so they are understood at a senior level
- Working alongside the EDI team and support the BAME Steering groups and Active Bystander Programme
- Networking with other Trusts and Organisations to compare themes and data

#### Freedom to Speak Up Guardian contact details:



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