

Freedom to Speak Up Quarter 3 2020/21 Report

Author: Head of Patient Safety & Freedom to Speak Up Guardian

PPPC Paper J

Purpose of report:

| This paper is for: | Description | Select (X) |
|--------------------|--|------------|
| Decision | To formally receive a report and approve its recommendations OR a particular course of action | |
| Discussion | To discuss, in depth, a report noting its implications without formally approving a recommendation or action | x |
| Assurance | To assure the Board that systems and processes are in place, or to advise a gap along with treatment plan | |
| Noting | For noting without the need for discussion | |

Previous consideration:

| Meeting | Date | Please clarify the purpose of the paper to that meeting using the categories above |
|-------------------------------|-----------|--|
| CMG Board (specify which CMG) | | |
| Executive Board | Quarterly | Discussion about emerging themes from staff concerns |
| Trust Board Committee | Quarterly | Discussion about emerging themes from staff concerns |
| Trust Board | | |

Executive Summary

Context

Our ambition is continue to raise the profile of raising concerns in the organisation and instil confidence that concerns will be listened to and addressed to develop a culture in which all staff are positively encouraged to raise issues about safety, quality and effectiveness of the service, and supported when they do so.

We continue our work to listen, learn and improve from our staff concerns and we triangulate information to identify and better understand the key themes.

Questions

1. What are the themes from our Quarter 3 staff concerns?

Conclusion

1. To conclude from reviewing the Q3 data it is evident that staff are continuing to use a number of avenues to raise their concerns which continues to be on the higher side due to COVID-19 and should be reflected on as positive for the Trust that staff are using the mechanism to report such issues. Staff still feel real fear about raising a concern due to repercussions of a concern being raised and even

when raised anonymously we have a duty of care to an individual to investigate, regardless of whether we know who submitted it or not. If we can show the organisation that these concerns are acknowledged and action taken, a change in culture would hope to follow. Further promotion of the 'Your voice' tool for our BAME colleagues needs further attention and encouragement with all of our colleagues as another avenue to report into. Reading across all the themes, the notable issues are:-

- Anxieties around COVID information and social distancing
- Increased number of bullying and harassment cases reported through all mechanisms in the Trust
- Staffing shortages
- Behaviours and culture
- Staff mental wellbeing

2. Input Sought

We would welcome the Executive People and Culture Board's input in the following recommendations: Members to please consider:-

- Whether we are taking sufficient action on the key themes raised, especially around bullying and harassment and cultures within certain departments in UHL.
- The acknowledgement of anonymous concerns raised that it is still important to address even though there is no staff member to feed back to.
- The further promotion of the Your Voice Tool with BAME colleagues
- The impact of staff mental wellbeing from COVID-19.
- The information and noted themes from Maternity and Ward 31 LGH interventions and concerns raised to prevent further staff fragility.
- The additional graph in this quarter's report and consider if there is any other information that is required for this report.

For Reference

This report relates to the following UHL quality and supporting priorities:

1. Quality priorities

| | |
|------------------------------|--------|
| Safe, surgery and procedures | [Yes] |
| Improved Cancer pathways | [Yes] |
| Streamlined emergency care | [Yes] |
| Ward accreditation | [Yes] |

2. Supporting priorities

| | |
|--|--------|
| People strategy implementation | [Yes] |
| Investment in sustainable Estate and reconfiguration | [Yes] |
| e-Hospital | [Yes] |
| Embedded research, training and education | [Yes] |
| Embed innovation in recovery and renewal | [Yes] |
| Sustainable finances | [Yes] |

3. Equality Impact Assessment and Patient and Public Involvement considerations:

- What was the outcome of your Equality Impact Assessment (EIA)? None undertaken

- Briefly describe the Patient and Public Involvement (PPI) activities undertaken in relation to this report, or confirm that none were required. None required
- How did the outcome of the EIA influence your Patient and Public Involvement ? N/A
- If an EIA was not carried out, what was the rationale for this decision? N/A

4. Risk and Assurance

Risk Reference:

| Does this paper reference a risk event? | Select (X) | Risk Description: |
|---|------------|-------------------------------------|
| Strategic: Does this link to a <i>Principal Risk</i> on the BAF? | x | Clinical Quality and Patient safety |
| Organisational: Does this link to an <i>Operational/Corporate Risk</i> on Datix Register | | |
| New Risk identified in paper: What <i>type</i> and <i>description</i> ? | | |
| None | | |

5. Scheduled date for the **next paper** on this topic: May 2021 – Quarterly report
6. Executive Summaries should not exceed **5 sides** [My paper does comply]

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

REPORT TO: EXECUTIVE PEOPLE AND CULTURE BOARD
DATE: 16TH FEBRUARY 2021
REPORT BY: HEAD OF PATIENT SAFETY & FREEDOM TO SPEAK UP GUARDIAN
SUBJECT: FREEDOM TO SPEAK UP REPORT QUARTER 3 2020/21

1. INTRODUCTION

1.1 The purpose of this report is to provide the EP&CB with information relating to concerns raised through various mechanisms, including:

- Freedom to Speak Up Guardian
- Junior Doctor Gripe Tool
- 3636 Staff Concerns Reporting Line
- Your Voice Reporting Tool
- CQC
- Anti-Bullying and Harassment Advice service
- Counter Fraud Management Service
- Exit Data

1.2 This report will provide an update on the initiatives and work programmes the Freedom to Speak up Guardian is currently involved in and future plans:

2. FREEDOM TO SPEAK UP GUARDIAN / 3636 / YOUR VOICE STAFF CONCERNS QUARTER 3 2020/21

| | Quarter 3 2020/21 | | |
|----------------------------|-------------------|----------|----------|
| | October | November | December |
| 3636 | 3 | 0 | 0 |
| Freedom to Speak Up | 19 | 13 | 10 |
| Your Voice | 1 | 1 | 0 |

2.1 In Quarter 3 the Guardian received 42 concerns directly, 3 concerns raised through the 3636 and 2 via the Your Voice staff reporting line.

2.2 Throughout Quarter 3 concerns around behaviour and bullying have been identified. Many are individual cases of staff members feeling intimidated and undermined by their line manager or higher. Many of the concerns come from how staff feel they are being spoken to and that the cultures within departments can be quite toxic. The concerns that haven't been able to be resolved through a listening meeting have been escalated to HR and Staff Side. A number of concerns have been raised within Pathology Services around behaviours and cultures. The Guardian has performed meetings with the line managers and walkabouts to the areas concerned.

2.3 Elaine Broughton HoM in W&C asked for the Guardian to visit Ward 31 at the LGH to support after concerns around their wellbeing had been raised. The Guardian provided the ward with numerous drop in sessions to support them. The majority of the themes/concerns raised were around redeployment to Ward 8 at LRI in April 2020. The specific concerns the staff raised were around:

- Support by CMG management
- Lack of training for caring for medical patients
- No training to use EMeds or Nerve centre
- No communication prior to being redeployed

- No communication or support when redeployed
- No training around discharge processes for example completing DoLs and discharge process paperwork
- Language used when redeployment challenged 'How would you feel if you didn't do your bit?'
- No support of mental wellbeing, degrees of moral injury

The Guardian has linked with the Staff Engagement Manager to perform some TRiM sessions with the staff planned for February and themes being fed back to HoM and Matron from the ward and will continue to support staff on the ward.

2.4 The Guardian has also received numerous concerns from Maternity at both the LGH and LRI in relation to:

- Staffing levels which are unsafe
- Staffing on nights 1 midwife for 26 patients
- Support from Senior Managers
- Women being admitted and beds or staff not available to care for them
- Communication between delivery suites and ward/dept staff
- Negative behaviours being displayed
- When raising concerns labelled as being a trouble maker
- Doctors being shared across the unit

Meetings with HoM and Deputy HoM held and suggestions have been made to support the senior band 7 staff with Organisational Development, which is in progress. HoM identified the need to make more frequent visits to wards/departments. Meeting also held with the Chief Nurse and Non-Executive Director (Maternity Safety Champion) who are aware of the concerns raised within maternity.

3. JUNIOR DOCTOR GRIPES TOOL

3.1 The Guardian continues to support the Junior Doctors Gripe Tool as a mechanism dedicated for our Junior Doctors to raise concerns.

3.2 In Quarter 3 15 Junior Doctor Gripes were received:

| Subjects of Gripes received in 2020/21 Quarter 3 | Total |
|---|--------------|
| Lack of staffing resource | 5 |
| Equipment and ward environment | 2 |
| Teamwork and communication | 5 |
| IT issues | 2 |
| Quality and safety of care | 1 |
| Training & Supervision | 0 |
| Other | 0 |
| Grand Total: | 16 |

- 3.3 Themes from Q3 are space and ability to social distance on the new ward 35 at GH, teamwork and communication were highlighted but specifically about job roles, working together and whose responsibility it was to perform certain tasks which is another quarter where this theme has reappeared. A continuing theme in CHUGGS where there were issues raised in relation insufficient staffing to support junior roles. Again these were escalated to CMG Triumvirate and responses provided. Further concerns were raised about the ability to purchase foods out of ours in the restaurants for those working outside normal office hours.

All Gripes continue to be escalated to the Director of Medical Education and the Deputy and planned listening events unfortunately could not happen due to poor uptake. The Guardian is working with a Junior Doctor in training to look at themes that have come from the Gripe mechanism over the past 12 months.

4. STAFF RAISING CONCERNS IN QUARTER 3 2020/21 WITH THE CQC

There has been 1 concern raised with CQC in Quarter 3 2020/21. This concern was regarding the administration of aspirin to stroke patients on Wards 25 & 26 at the LRI.

5. BULLYING AND HARASSMENT SERVICES

- 5.1 The Bullying and Harassment Service have reported that 4 staff members have accessed the service and 1 person completed the anonymous logs in Quarter 3 2020/21 from the following CMGs:

- ESM=1
- CHUGGS= 1
- RRCV=2

Anonymous log:-

- W&C= 1

Over the past quarter, there have been 12 cases referred to HR, 7 of these cases were allegations of bullying and harassment and 5 were formal grievances.

6. COUNTER FRAUD MANAGEMENT SERVICES

- 6.1 There have been 4 concerns raised with Counter Fraud in Quarter 3 2020/21, themes as below.

- False representation x 1
- Theft x 1
- Conflict of interest x 1
- Other x 1

7. EXIT INTERVIEWS DATA

- 7.1 The Guardian continues to receive exit data information for each quarter and will continue to look to undertake work collaboratively with HR and CMGs to try and promote the use of the interview, and find engagement in departments to have a transparent view of why staff may be leaving and if there is a perception of detriment it can be explored to understand cultures within.

- 7.2 The Guardian has presented at all of the Trusts CMG boards to date where all the data was shared including the free text comments provided by staff members. The Guardian has asked the boards to consider the following in relation to what the data was presenting.

- Promote the Speaking up avenues on INsite, Policies and Posters.
- Promote an ethos of open, honest and transparency in conversations to encourage speaking up without detriment
- Teaching session on the importance of Speaking Up.

- Quarterly Freedom to Speak Up reports at Board meetings to share themes of concerns
- Acknowledge the themes and consider any actions suggested
- Encourage the use of exit interviews
- Staff suffering detriment is something that a CMG should be looking into, preventing by sharing the 'no blame' ethos and consider HELM training on FTSU.

7.3 The Guardian is working with W&C and RRCV CMGs with the Senior Staff Engagement Manager to explore engagement within the departments and triangulation of other data such as the NHS staff survey and the NHS Friends and Family test.

7.4 Meetings held in the two CMGs have been positive and a plan to look at health and wellbeing in these areas are underway and looking to see how we can explore why people stay in the areas they do and what keeps the staff member in their role. There was also the opportunity to understand wider issues within the system in our satellite departments especially in RRCV supporting the satellite units in Northampton, Kettering and Lincoln.

8. FREEDOM TO SPEAK UPDATE

8.1 **REFLECTIVE SESSIONS ON ITU**-During the pandemic the Guardian continues to facilitate drop in sessions to support the staff working on ITU at the GH site and also to continue supporting staff with the reflection sessions on their mandatory training study days. Unfortunately these have been cancelled in November and December due to staffing and activity within the unit. These were not utilised as the staff were just too busy.

8.2 **WARD 15, LRI** - The Guardian has worked with the Ward Sister and Matron on Ward 15 LRI to deliver team building sessions for the staff. The events ran over 3 days including the weekend for all staff to have the ability to attend. Over the 3 days, there was great engagement and enthusiasm in developing a Team Charter and to develop professional statements and values for the Ward. The events were evaluated very well and they are continuing to decide on the final six values to create the final template

8.3 **SHIELDING CHARTER**- the Guardian received a concern from a colleague that had been shielding and was frustrated by the issues they had faced whilst not attending onsite work. Following on from this the Guardian had developed a working group including two shielding staff, Health and Wellbeing, HR and Organisational Development to tackle issues that arose. From this we have successfully set up;

- Monthly Listening Meetings for all Shielding staff in the Trust, supported (rotationally) by F2SU, Health and Wellbeing, HR and OD.
- Managers Support Pack which includes guidance for managers in supporting staff, signposting to support services, wellness action plans and agreed objectives setting for staff member and manager.
- Development of a Charter for all shielding staff.
- Case studies from shielders for other staff to read.
- Emotional Resilience sessions arranged for Shielder's.

The Listening meetings have been running over the past month and have been very well received and attended by staff, and the Guardian will update the Board every quarter.

8.4 The Freedom to Speak Up policy has been updated and circulated for consultation and submitted for the next Policy and Guideline Committee meeting in February 2021.

8.5 The National Guardians Office has produced a three tier e-learning module for all staff to complete. This training is for everyone wherever they work in healthcare and explains in a clear and consistent way, what speaking up is and how important it is in creating an environment in which people are supported to deliver their best. It will help staff understand the vital role they play and the support available to encourage a healthy speaking up culture for the benefit of patients and workers.

The training is divided into three parts:

- **Speak Up:** Core training is for all workers including volunteers, students and those in training, regardless of their contract terms and covers what speaking up is and why it matters. It will help learners understand how to speak up and what to expect when they do.
- **Listen Up:** This training for all line and middle managers and is focussed more on listening up and the barriers that can get in the way of speaking up. (available soon).
- **Follow Up:** This training is aimed at all senior leaders including executive board members (and equivalents), Non-Executive Directors, and Governors to help them understand their role in setting the tone for a good speaking up culture and how speaking up can promote organisational learning and improvement (available soon).

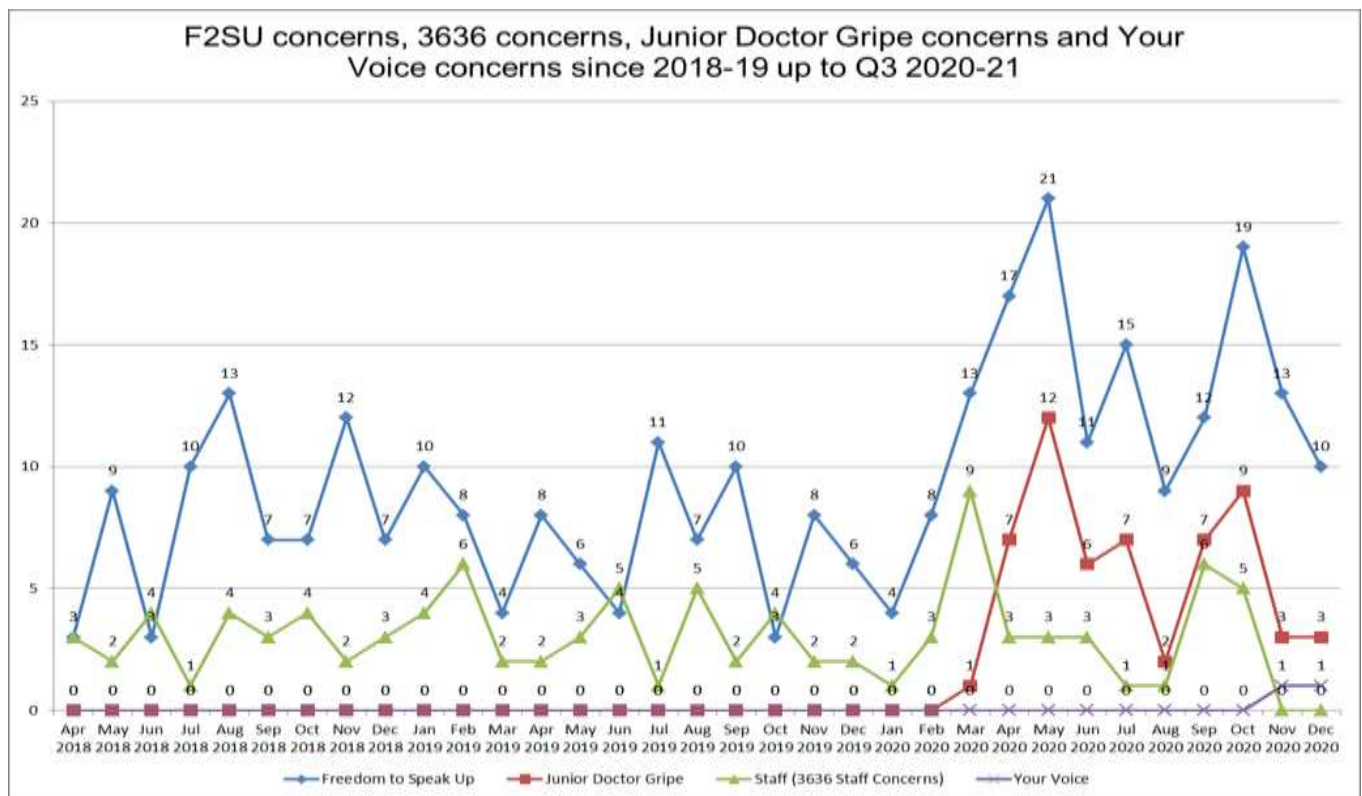
All training has been circulated to all senior managers and is available on INsite pages for staff to access. It is not a mandatory requirement and runs alongside UHL's HELM E-learning package.

9. Q3 STAFF CONCERNS DATA

| Quarter | Calls to the 3636 staff concerns line | Cases raised with Freedom to Speak up Guardian | CQC whistleblowing notifications | Notifications of B&H to Human Resources | Cases reported to Counter Fraud Management Services | Reported cases of Bullying and Harassment | Junior Doctors Gripe Tool | Your Voice |
|------------|---------------------------------------|--|----------------------------------|---|---|---|---------------------------|------------|
| Q3 2015/16 | 9 | - | 0 | 0 | 4 | 0 | NA | NA |
| Q4 2015/16 | 7 | - | 4 | 0 | 1 | 8 | 40 | NA |
| Q1 2016/17 | 6 | - | 3 | 0 | 7 | 8 | 44 | NA |
| Q2 2016/17 | 13 | - | 0 | 0 | 12 | 12 | 31 | NA |
| Q3 2016/17 | 6 | - | 0 | 0 | 7 | 8 | 20 | NA |
| Q4 2016/17 | 6 | - | 3 | 1 | 8 | 8 | 20 | NA |
| Q1 2017/18 | 13 | 20 | 2 | 0 | 10 | 5 | 39 | NA |
| Q2 2017/18 | 23 | 17 | 2 | 0 | 6 | 7 | 23 | NA |
| Q3 2017/18 | 8 | 17 | 1 | 0 | 6 | 14 | 20 | NA |
| Q4 2017/18 | 14 | 23 | 2 | 1 | 3 | 9 | 27 | NA |
| Q1 2018/19 | 9 | 15 | 0 | 0 | 5 | 13 | 14 | NA |

| | | | | | | | | |
|------------|----|----|---|----|----|----|----|----|
| Q2 2018/19 | 8 | 30 | 1 | 0 | 22 | 12 | 37 | NA |
| Q3 2018/19 | 9 | 26 | 0 | 0 | 42 | 17 | 26 | NA |
| Q4 2018/19 | 12 | 22 | 1 | 15 | 65 | 19 | 23 | NA |
| Q1 2019/20 | 10 | 18 | 1 | 6 | 8 | 13 | 45 | NA |
| Q2 2019/20 | 8 | 27 | 1 | 5 | 18 | 9 | 45 | NA |
| Q3 2019/20 | 8 | 17 | 2 | 17 | 4 | 33 | 42 | NA |
| Q4 2019/20 | 13 | 25 | 0 | 14 | 6 | 11 | 23 | NA |
| Q1 2020/21 | 16 | 42 | 3 | 6 | 5 | 11 | 42 | NA |
| Q2 2020/21 | 8 | 35 | 1 | 13 | 0 | 4 | 16 | NA |
| Q3 2020/21 | 3 | 43 | 1 | 12 | 4 | 4 | 15 | 2 |

This quarter we have added in a graph showing staff concerns from the Freedom to Speak Up Guardian, Junior Doctor Gripe Tool, 3636 concerns and the Your Voice Reporting Tool. This data goes back to April 2018 to allow us to see trends in the numbers of concerns being raised and we can identify a clear increase in staff concerns from March 2020 onwards:



10. CONCLUSION

10.1 To conclude from reviewing the Q3 data it is evident that staff are continuing to use a number of avenues to raise their concerns which continues to be on the higher side due to COVID-19 and should be reflected on as positive for the Trust that staff are using the mechanism to report such issues. Staff still feel real fear about raising a concern due to repercussions of a concern being raised and even when raised anonymously we have a duty of care to an individual to investigate, regardless of whether we know who submitted it or not. If we can show the organisation that these concerns are acknowledged and action taken, a change in culture would hope to follow. Further promotion of the 'Your voice' tool for our BAME colleagues needs further attention and encouragement with all of our colleagues as another avenue to report into.

10.2 Reading across all the themes, the notable issues are:-

- Anxieties around COVID information and social distancing
- Increased number of bullying and harassment cases reported through all mechanisms in the Trust
- Staffing shortages
- Behaviours and culture
- Staff mental wellbeing

11. RECOMMENDATIONS

11.1 The Executive People & Culture Board are invited to note the contents of this report and to please consider:

- Whether we are taking sufficient action on the key themes raised, especially around bullying and harassment and cultures within certain departments in UHL.
- The acknowledgement of anonymous concerns raised that it is still important to address even though there is no staff member to feed back to.
- The further promotion of the Your Voice Tool with BAME colleagues
- The impact of staff mental wellbeing from COVID-19.
- The information and noted themes from Maternity and Ward 31 LGH interventions and concerns raised to prevent further staff fragility.
- The additional graph in this quarter's report and consider if there is any other information that is required for this report.

**Becky Ballinger, Freedom to Speak Up Guardian,
February 2021**