

Freedom to Speak Up Report

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Sponsor: Medical Director

Trust Board paper E

Executive Summary

Context

The attached report provides an update on the work of UHL's Freedom to Speak Up Guardian (Ms Jo Dawson), and outlines the key themes and trends identified to date. The report was also presented to the Quality and Outcomes Committee on 21 December 2017. UHL's Freedom to Speak Up Guardian will attend the Trust Board on 4 January 2018 to respond to any questions on the report.

Questions

1. Is the Trust Board content with the level of information provided on the work of the Freedom to Speak Up Guardian ?
2. Is the Trust Board content with the steps taken to support staff in raising concerns, and to look into those concerns once raised ?

Input Sought

The Trust Board is invited to note the work of the Freedom to Speak Up Guardian and the themes/trends emerging from the various channels of UHL staff feedback.

For Reference

Edit as appropriate:

1. The following objectives were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes]
Effective, integrated emergency care	[Yes]
Consistently meeting national access standards	[Yes]
Integrated care in partnership with others	[Yes]
Enhanced delivery in research, innovation & ed'	[Yes]
A caring, professional, engaged workforce	[Yes]
Clinically sustainable services with excellent facilities	[Yes]
Financially sustainable NHS organisation	[Yes]
Enabled by excellent IM&T	[Not applicable]

2. This matter relates to the following governance initiatives:

Organisational Risk Register	[No]
Board Assurance Framework	[Yes]

3. Related Patient and Public Involvement actions taken, or to be taken: [Not applicable]

4. Results of any Equality Impact Assessment, relating to this matter: [Considered in accordance with the Equality Act and legal advice reflected in terms of the scheme]

5. Scheduled date for the next paper on this topic: [to be confirmed]

6. Executive Summaries should not exceed 2 pages. [My paper does comply]

7. Papers should not exceed 7 pages. [My paper does comply]

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

REPORT TO: QUALITY AND OUTCOMES COMMITTEE

DATE: 21ST DECEMBER 2017

REPORT BY: DIRECTOR OF SAFETY AND RISK

SUBJECT: FREEDOM TO SPEAK UP REPORT

1. INTRODUCTION

- 1.1 The purpose of this paper is to provide a quarterly update to the Quality and Outcomes Committee in relation to information received from staff utilising both internal and external mechanisms available.
- 1.2 Involving employees in improving standards of care, ensuring staff are raising concerns to have an open and transparent culture to improve patient care.
- 1.3 The Trust has a clear responsibility to listen to staff and to be open and responsive to any concerns that are raised.
- 1.4 This report provides an update on the following:-
 - Freedom to Speak Up/Raising concerns (whistleblowing) policy.
 - Whistleblowing Notifications.
 - Junior Doctor Gripe Tool.
 - Freedom to Speak Up Guardian News.
 - Actions taken.
 - Trend Analysis.
 - Conclusion/Recommendations.

2. FREEDOM TO SPEAK UP/ RAISING CONCERNS (WHISTLEBLOWING) POLICY

- 2.1 [Freedom to Speak Up / Raising Concerns \(Whistleblowing\) Policy](#) is now live and will be communicated through the support of Trust Board, CMGS and Communication Team.

3. WHISTLEBLOWING NOTIFICATIONS

- 3.1 For the 2nd quarter of 2017/18 (July - September), there have been **2** CQC whistleblowing notifications:

July 2017: Concerns regarding nurse staffing levels across the Trust.
September 2017: – concerns around ECG machines in ED.
- 3.2 There have been **0** notifications of whistleblowing to Human Resources.
 - **2** bullying and harassment complaints to Human Resources.
- 3.3 Counter Fraud Management Services cases have been received in first quarter which covered the following issues: **6**
 - **1** case related to potential theft.
 - **1** case related to a phishing email.
 - **1** case related to information requests from other organisations.

- 1 case related to false information provided.
- 1 case related to working whilst off sick.
- 1 case related to abuse of position.

3.4 There have been **7** Anti-Bullying and Harassment Adviser Service concerns.

- 1 from IM&T
- 2 ESM
- 3 ITAPS (2 Admin & clerical, 1 Nursing)
- 1 Unknown

3.5 There have been **40** staff concerns reported to the Freedom to Speak Up Guardian and the 3636 Staff Concerns reporting line.

01/07/2017 to 30/09/2017	Jul 17	Aug 17	Sep 17	Total
Calls/emails to the 3636 staff concerns line	9	8	6	23
Cases raised with Freedom to Speak up Guardian	4	10	3	17
Total	13	18	9	40

3.6 Our staff raised concerns relating to:-

- 8 Staffing Levels and skill mix.
- 5 Bullying Cultures.
- Pay and secondments.
- Parking at the LRI.
- Reports of negative behaviour from their line manager.
- Environment and equity of funding for ITU.

4. JUNIOR DOCTOR GRIPES TOOL

4.1 Junior medical staff continue to be encouraged to raise concerns via the Junior Doctors Gripe tool. This is currently monitored by the Freedom To Speak Up Guardian.

4.2 The Freedom to Speak up Guardian will meet on a six weekly basis with the Director of Medical Education, Consultant Physician, Chief Registrar, and a number of junior doctors to discuss the Gripes that has been received, to promote an open culture.

4.3 Where individuals give e-mail addresses via the Junior Doctors Gripes Tool, they receive an initial reply to confirm receipt, thanking them for raising their Gripe and outlining what action is being taken. They are also contacted with updates and progress made.

4.4 Between July and September 17 there were **23** Gripes were reported. The themes are:-

- Lack of staffing resource **2**
- IT issues **5**
- Training and supervision **1**
- Equipment and Ward environment **6**
- Team work and communication – **4**
- Quality and safety of care – **0**

- Pay- 4
- Car parking - 1

5. FREEDOM TO SPEAK UP GUARDIAN

- 5.1 The Freedom to Speak up Guardian together with the Safety Improvement Lead continue to complete twilight shifts promoting the Freedom To Speak Up role, Duty of Candour, Patient Safety Training and talking to the staff.
- 5.2 Nursing staff continue to raise their concerns around staffing levels and staff being moved to other wards due to poor staffing levels.
- 5.3 ITU staff raised concerns with their working environment at the LRI and staff unable to access training. Deputy Head of Nursing for ITAPS has shared the staff retention project currently underway.
- 5.4 A number of staff have raised concerns regarding car parking at the LRI.
- 5.5 The Freedom to Speak up Guardian has completed a number of shadowing shifts in Theatres and will continue to attend staff meetings across the CMGs.
- 5.6 [Stop the Line](#) is now live, highlighting the importance for all staff in theatres to speak up. Say **What** you see, Say **What** you are concerned about, Say **What** you want to see happen to keep the patient safe.
- 5.7 Patient Safety questions have been added to Exit Questionnaires as requested by the Director of Safety and Risk and the Freedom to Speak Up Guardian. These will be sent to the Freedom to Speak Up Guardian quarterly and added to future reports to identify themes and ensure staff are encouraged to raise concerns.
- 5.8 The Freedom to Speak Up Guardian was invited to speak at the [National Guardian Conference](#) sharing her thoughts on looking back and looking forward for this new role.
- 5.9 [National Guardian office](#) has published the first Case Review Report and Annual Report.
- 5.10 Notable successes from the Annual Report are:-
 - The appointment of over 500 individuals across all Trusts in a Freedom to Speak Up Guardian, Champion or Ambassador role, representing a powerful social movement.
 - The creation of regional networks to support guardians and delivery of two national training and development events.
 - Development and delivery of highly-rated foundation training for guardians.
 - Incorporation of Freedom to Speak Up into the Care Quality Commission well-led inspection framework.
 - The first survey of Freedom to Speak Up Guardians and the development of principles for the role based on the results.
 - The start of regular (quarterly) publications of 'speaking up' data.
 - Co-production and roll-out of a pilot case review process based on the principles set out in Sir Robert Francis' review.
- 5.11 The Junior Doctors Gripe Tool won best in its category at the 'Developing Excellence in Medical Education Conference', 2017.

6. ACTIONS TAKEN / LEARNING

- 6.1 To note from ED this is the third CQC Whistleblowing notification.

7. TREND ANALYSIS

7.1 As mentioned above consistent themes include:-

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

8. CONCLUSION

8.1 From viewing the concerns that staff raise, it is clear that they continue to use multiple methods to highlight issues.

Reading across all the themes, the notable issues continue to be:-

- Staff (particularly senior staff) attitudes and behaviours.
- Nursing Staff being moved to other wards.
- Staffing levels (particularly nursing).
- IT issues.
- Equipment and Environment for Junior Doctors.

- Car parking at LRI.

- 8.2 In response to the bullying cultures and attitudes reported, the project 'Getting the right attitude and behaviours to improve care' could have an impact on staff raising their concerns and challenging inappropriate language used in a safe and constructive manner.
- 8.3 The Freedom to Speak Up Guardian will continue to discuss themes with the Organisational Development and LIA Teams.

9. RECOMMENDATIONS

- 9.1 The Quality and Outcomes Committee is invited to note the contents of this report and the following recommendations:-
- Continue to consider whether we are taking sufficient action on the key themes raised.
 - To monitor the themes to acknowledge patterns where concerns are reported.
 - Note that staff are supported to raise concerns and are informed of the outcomes taken where this is appropriate and possible.
 - Note the serious and frequent concerns regarding nursing staff levels and the impact this is having on safe care and staff morale.
 - Consider if we doing enough organisationally for staff morale?
 - Consider how we might improve our senior managers being positive role models in how they promote and encourage staff to raise safety concerns.

Jo Dawson,
Freedom to Speak Up Guardian
December 2017