

<b>Meeting title:</b>	Trust Board (public)	<b>Public Trust Board paper G</b>
<b>Date of the meeting:</b>	January 12 2023	
<b>Title:</b>	Freedom To Speak Up Q2 & Q3 2022/23 Update Report	
<b>Report presented by:</b>	Becky Cassidy, Director of Corporate and Legal Affairs and Edel Concannon -Freedom to Speak Up Guardian	
<b>Report written by:</b>	Jo Dawson and Edel Concannon – Freedom to Speak Up Guardians	

<b>Action- this paper is for:</b>	Decision/Approval	Assurance	x	Update	
<b>Where this report has been discussed previously</b>	This report was presented to People and Culture Committee on Dec 22 <sup>nd</sup> 2022.				

<b>To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which</b>
NA

Impact Assessment	
Patients	Potential negative impact on patient care if staff are not encouraged to report safety issues.
Workforce	Potential negative impact on staff retention; morale and wellbeing if staff feel unsupported in speaking up
Equality, Diversity & Inclusion	Impact on inclusion in relation to staff voice and ‘we all have a voice that counts’
Services	Potential negative impact on service provision if staff feel unsupported in reporting safety concerns
Finance	Potential financial impact of not retaining staff
Reputation/legal	Reputational damage as a provider of patient care and employer

<b>Acronyms used:</b>	
F2SU – Freedom to Speak Up F2SUG – Freedom to Speak Up Guardian H&W- Health and Wellbeing PRM- Performance Review Meeting CD- Clinical Director	EDI – Equality, Diversity and Inclusion NGO- National Guardian Office CPO – Chief People Officer DCL- Director of Corporate and Legal SDMC- Shared Decision Making Council

**Purpose of the Report**

The purpose of this report is to provide the Board with an update on the F2SU activity during Q2 and Q3 2022/23 and provide assurance on the progress made by F2SUG Service in delivering the F2SU Interim work plan 2022/2023.

**Recommendation**

The Board is asked to:

Note the contents of the report and to actively participate in embedding speaking up as part of the cultural turn at UHL.

**Summary**

Q2 and Q3 have seen a decrease in speaking up across this period though typically, concerns increased over October 2022, during National F2SU Speaking Up month. To note a decrease in concerns raised have been observed across the East Midlands.

Concerns emanate from all areas of the Trust with higher reporting levels at two CMGs; ESM and CSI. The most persistent themes across all data centre on the relational aspects of our work including;-

- communication,
- confidentiality
- civility and respect

Quarters 2 & 3 focused on the preparation and delivery of National Speaking Up month in October. This year, the aim of the F2SUG Service was to increase the visibility of speaking up through-out UHL. An overview of Speaking Up month is provided further in the report.

**Concerns for Quarters 2 & 3; F2SUG, 13636, Your Voice and Junior Doctor Gripe Tool;**

During Q2 & Q3 2022/2023, there have been 109 concerns raised by UHL staff; 55 raised in Q2 and 54 raised in Q3.

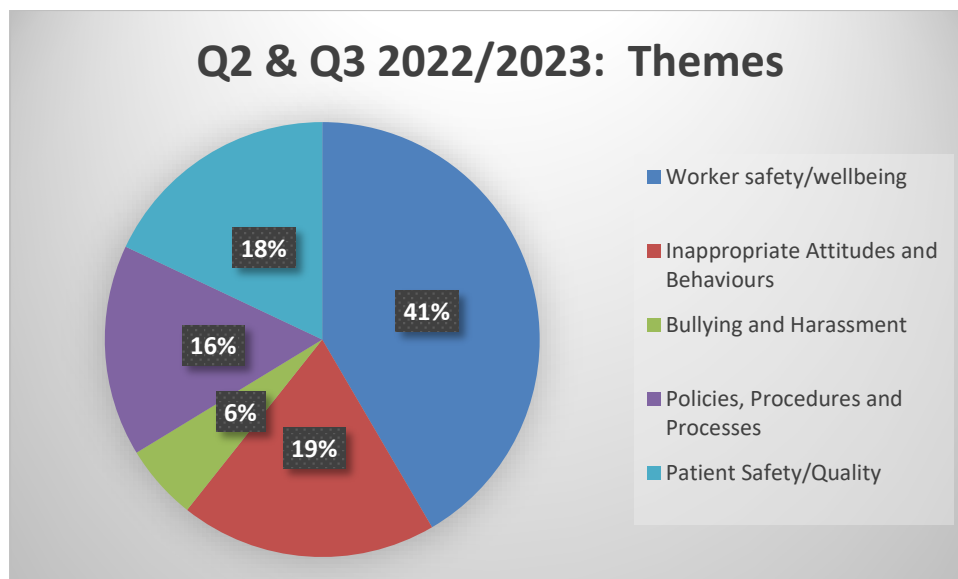
F2SU Reporting Mechanisms	Quarter 1 2022/2023			Quarter 2 2022/2023			Quarter 3 2022/2023			Quarter 4 2022/2023		
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>13636</b>	0	1	3	2	1	1	1	2	3			
<b>Freedom to Speak up</b>	17	15	14	18	12	8	16	11	10			
<b>Your Voice</b>	5	0	0	0	0	1	0	2	1			
<b>Junior Doctor Gripe</b>	3	1	4	4	6	2	3	3	2			
<b>Monthly Totals</b>	25	17	21	24	19	12	20	18	16			
<b>Quarterly totals</b>	63			55			54					

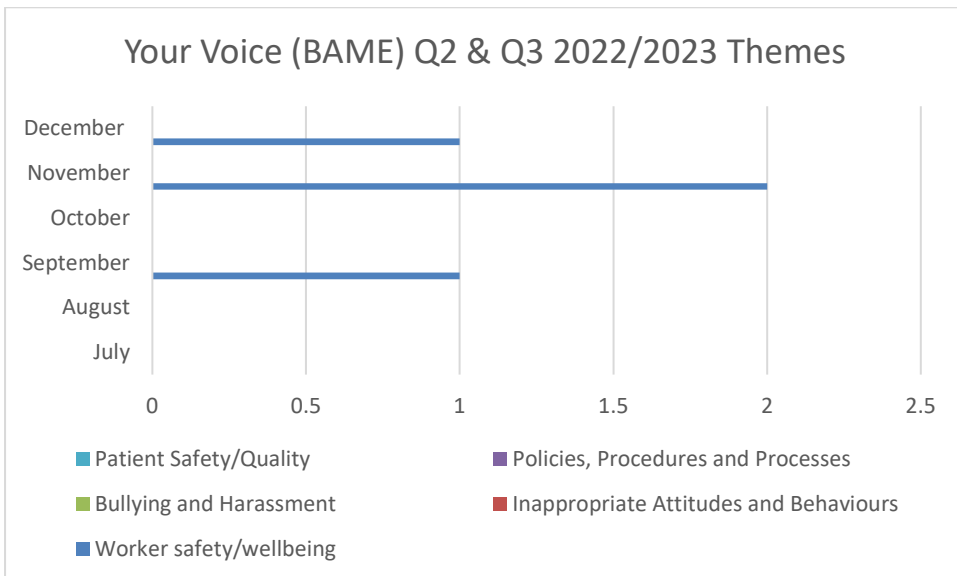
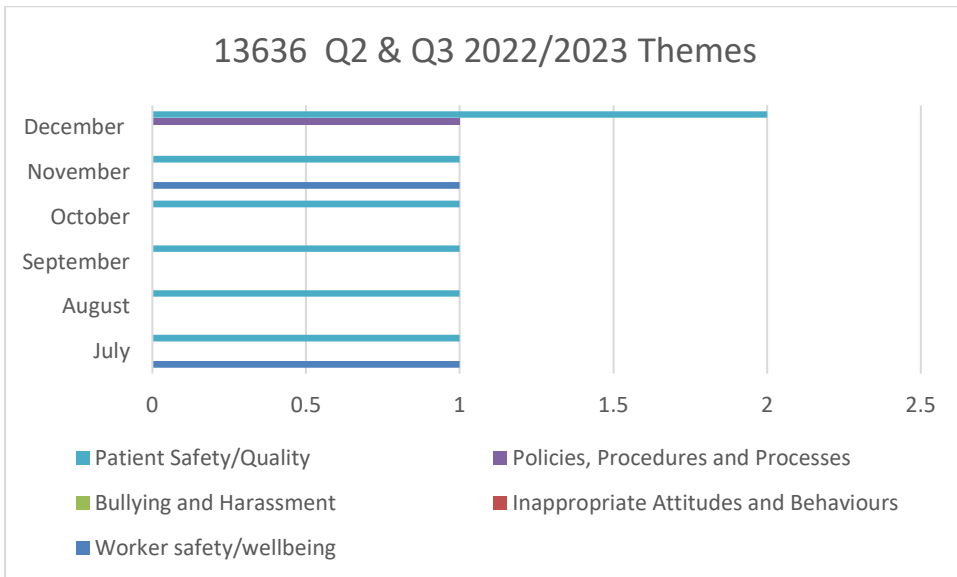
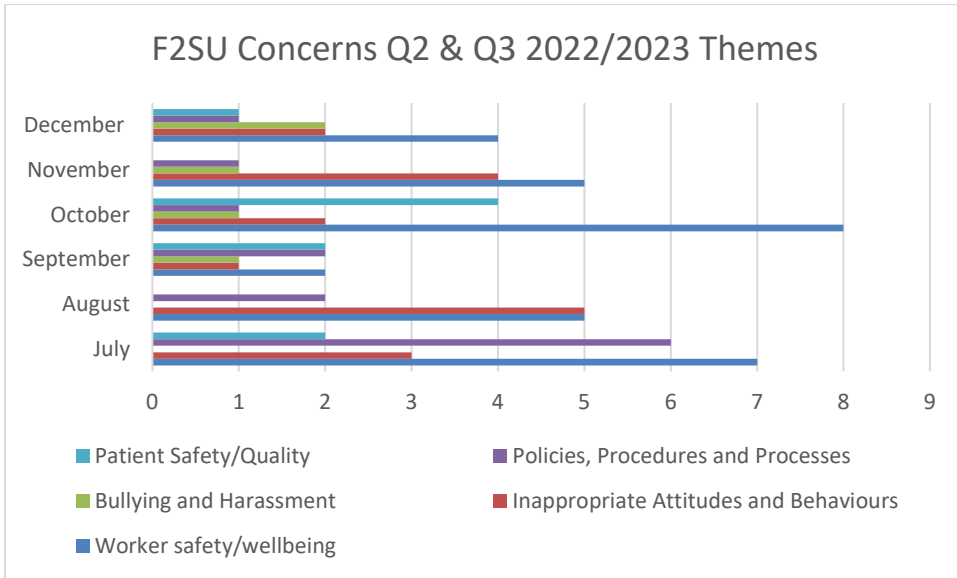
## Concerns Raised by Reporting Mechanisms

The F2SUGs have responsibility for the management and escalation of concerns emanating from 4 reporting mechanisms. These mechanisms offer different routes for staff to access F2SU in a manner that is safe and suitable for their needs.

Please note, the data below does not include the Junior Doctor Gripe figures which are recorded in line with their Doctors in Training Committee requirements. Junior Doctor Gripes are considered later in this report.

Total Number of concerns F2SUGs, 13636 and Your Voice (BAME) mechanisms	Q1	Q2	Q3	Q4
Worker safety/wellbeing	18	16	21	
Inappropriate Attitudes and Behaviours	14	9	8	
Bullying and Harassment	5	1	4	
Policies, Procedures and Processes	10	10	4	
Patient Safety/Quality	8	7	9	
<b>Totals</b>	<b>55</b>	43	46	





### **Worker Safety/wellbeing**

This remains the most persistent category in staff concerns. In Q2, there were 16 concerns and sub themes of this category covered 11 different issues from staffing numbers to rotas to car parking and communication. In Q3, there are 21 concerns, but the sub themes are more repetitive, with concerns over discrimination; breakdown in management relationships and concerns regarding issues with confidentiality. The F2SUGs have noted that there has been a decline in general in the health and emotional wellbeing of staff contacting the service. F2SUGs are aware of the fragility of staff and the need to work more slowly and sensitively ensuring that all staff are signposted to AMICA and the UHL wellbeing Hub where appropriate.

### **Inappropriate Attitudes and Behaviours**

Six concerns surrounding incivility and disrespect were raised as well as concerns over toxic team cultures. Whilst staff are aware that the NHS is under severe pressure, a number of staff have expressed fear at coming to work or facing particular staff members. As such, many of these staff are on long term sickness absence or seeking employment outside of UHL. The F2SUGs continue to provide presentations to UHL teams on civility & respect and F2SU (see; [Progress against the F2SU Interim Work Plan 2022/2023](#))

### **Bullying and Harassment**

There have been a number of reports of bullying and harassment in Q2 and Q3 where staff believe the behaviour is a consequence of a protected characteristic. The concerns have been escalated and EDI have sight of the themes and are providing specialist support and advice. The F2SUG service has also signposted staff to the Bullying & Harassment Advisory line run by the EDI team.

### **Policies, Procedures and Processes**

There is a significant decrease in staff reporting to the F2SU Service over Transactional Services from Q2 to Q3. This may reflect the progress made by the department in tackling payments and payroll queries. Some concerns raise questions over the implementation of HR policies which have led to protracted grievance procedures and a decline in the health and wellbeing of the staff involved.

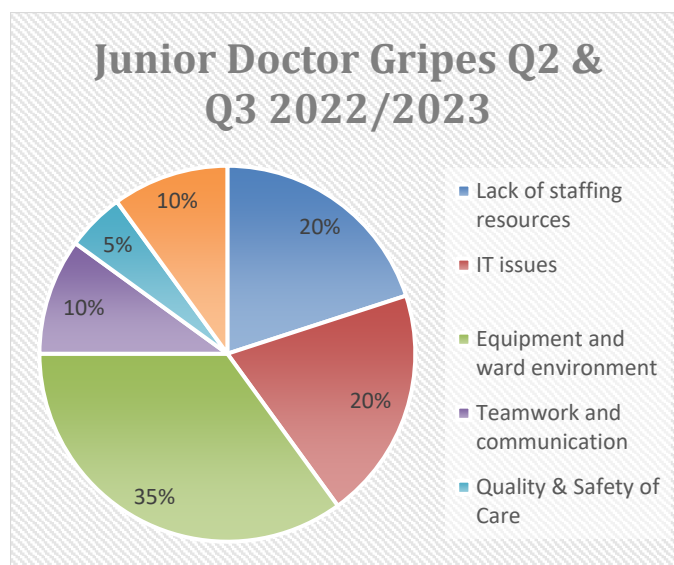
### **Junior Doctor Gripe Tool:**

The efficacy of the Junior Doctor Gripe Toolkit remains under consideration by two Clinical Education fellows as part of their research project for 2022/23. The F2SUGs have shared all anonymised gripes and information regarding the background and implementation of the gripe tool.

It is understood that the Medical Education Team may be taking over the production of Junior Doctor Newsletter. The newsletter is utilised by the F2SUG Service to promote speaking up and provide updates and impact reports on the progress of concerns raised by postgraduate doctors. The F2SUGs have contacted the team to register their interest in utilising the new edition of the newsletter and is awaiting a response.

**Key themes:**

Gripes received in 2022/23 Q2 & Q3:	Q2+Q3=
Lack of staffing resources	4
IT issues	4
Equipment and ward environment	7
Teamwork and communication	2
Quality & Safety of Care	1
Other	2
<b>Total:</b>	<b>20</b>

**Speaking Up Month October 2022**

The pandemic had paused face to face drop-in sessions and presentations and Speaking Up month provided an excellent opportunity for the F2SUGs to increase the visibility and key messages of speaking up across UHL. The NGO promoted speaking up for patient safety, worker safety, civility and respect and speaking up for everyone (regardless of profession or pay band). The promotional work which began at the very end of September with a Friday Focus broadcast with our CEO, has continued well into December 2022. Some of the highlights of the F2SU month were:-

- Re-introduction of the 'Here for You' events with LPT F2SUGs and Chaplaincy visiting all three UHL sites, Alliance sites, Melton Mowbray Community Hospital, Ashton Care Home and Bridge Park Plaza Offices
- Jo Dawson was interviewed by the GMC exploring all things speaking up and the role of the Guardian.
- F2SU continued to be promoted on InSite and a number of events/photos from @JoFreedom and @UHLVoices were included in the NGO website under 'featured social media'.
- The Guardians continued to maintain visibility in the trust, visiting non-patient facing spaces which some staff in the admin and clerical listening meetings had said were forgotten. The F2SUGs spoke with staff and distributed the new F2SU posters.
- Victoria Building LRI: Lit up in Green to promote speaking up awareness month
- Launch of @UHLVoices Twitter Account
- Various comms including a feature in the Health and Wellbeing Wednesday Bulletin
- F2SUGs also promoted the launch of the National Staff Survey 2022, attending a number of promotional events with the H & W team

## **Progress against the F2SU Interim [Work Plan 2022/2023](#)**

### **F2SU Awareness and Building Confidence:**

The F2SUGs continue to provide presentations and listening opportunities for newly qualified HCAs, NQMs, Breast Care Centre, Biomedical Research, W & C (weekly) Gastro Study Days; Time Out Days (Wards 21 and 38), Overseas Nursing Staff Transition to Preceptorship Days (1&3) Finance and Procurement Away Day, the UHL, Research and Innovation Conference and the A & C Listening events. The F2SUG Service participated in the first International nurses celebration event on December 13 2022; providing a brief presentation on the support available for all staff wishing to raise a concern.

The F2SUG Service is now forwarding a staff care letter and EDI Monitoring Form to all staff who contact the Service to raise a concern. There have been 7 returns so far and it is early in the process. The aim is to monitor who uses the service and to create targeted promotions for those currently not engaged in F2SU.

Recruitment of F2SU Champions: The F2SUGs have approached a number of Trusts who have recently recruited champions and Guardians are exchanging resources and best practice. The aim is to roll out the Champions recruitment and training programme in early spring. A progress update will be available for the next meeting.

The F2SUGs have yet to implement an intelligence led walk about schedule and on reflection this may be viewed as a more long- term priority until further resourcing to the service is secured.

A review of presentations and feedback mechanisms was due to begin in December, but there has been little time to devote to this task. The F2SUGs will review and update current resources in the new year.

There is a lot more we will deliver over the coming months with greater support required from the Communications team. The F2SUG Service has met with the new Director of Communications and discussed the level of supported required to help the FTSU service to deliver its ambitions.

### **Active Engagement with Senior Leadership to cultivate an open and responsive F2SU culture**

The F2SUG Service continues to review the quality of F2SU data and its Committee and Trust Board reports. The F2SUGs have access to the CEO whenever necessary and has scheduled meetings with the CPO, the DCL and the CEO to discuss key themes and issues which the F2SUGs need to bring to their attention.

The F2SUGs have monthly meetings with their Non-Executive Director where they explore various themes and issues which effect the work of F2SUGs.

### **Integration of F2SU ethos and processes into operational strategies and decision making;**

This third priority is very much a long-term piece of work as it is a new area of development which involves establishing working relationships with various departments where other voice behaviours are used to effect change. The F2SUG Service has been invited to be part of the SDMC Leadership Council and have attended a number of meetings to assist staff in reducing barriers to SDMC projects. The F2SUGs have also

taken part in a governance review with the CQC Preparedness Group, providing drop-in sessions at the LRI, the General and at St Mary's Birthing Centre at Melton Mowbray. A report to the Group on the themes and suggested improvements has been forwarded and the F2SUGs will meet with them to discuss its contents.

In reviewing the progress made against the Annual Work Plan it is evident that the F2SUG Service requires further resourcing to ensure it can be impactful and achieve its aim of embedding F2SU as part of the UHL culture. The matter of resourcing the F2SUG Service was highlighted in the recent CQC Well led inspection and the F2SUGs are currently exploring a case of need with their Executive Director.



## Appendix A: Examples of concerns Raised and Outcomes Q2 & Q3 2022

Concern Raised	UHL Response:
Change in working environment (site move) has led to some staff no longer practising particular duties and worry about being de-skilled if called upon in an emergency to cover	Staff focus groups carried out to assess concerns and worries since moving to a different site. E- training available for certain duties. Review of risk assessment re: move of services to different site; mentor and support groups assigned to build confidence; all additional training requests treated favourably.
Staff feeling treated disrespectfully due to race. Difficulties securing carers leave; covid triggering sickness target; difficulties securing study leave	Investigator spent considerable time working with staff member to understand their viewpoint and consider each issue raised. Elements of concern was around ward culture which staff member did not understand until it was explained. Line Manager not conversant in special carers leave or sickness policy and given time to review policy and correct errors made. Request for study days incomplete. Request reviewed & dates secured. Staff member contacted over time to see if they felt things had improved and commented they were much happier and settled. Underlying Learning; need for scaffolding support for OSCE colleagues.
Air conditioning in room broken. Report made and no feedback forthcoming. Concerns over cancelling patients.	Escalated to HOPPS and Director of E&F. Matter already in hand and condenser part ordered. Part received. Underlying learning: improved communication between E&F and HOPPS/GM and staff.
Team raised concerns about lack of management; trauma experienced during pandemic working; lack of support generally since 2018.	Escalated to CD together with F2SU data analysis of concerns emanating from area since 2018 in attempt to assist CD in background and context. CD meeting with team and HoM forwarded data analysis to Chief Nurse for further consideration. Long term improvements to be discussed. Former concern from area revisited and added to data analysis with staff's consent. Concern on-going.
Echo machine at Glenfield ITU dirty. Concerns over infection control.	Escalated to CD/ Intensive Care Consultant & Dep. HoS. Improvements identified including: ultrasound cleaning machine for daily decontamination of probes and roll-out of probe covers. However, lack of Clinelle wipes at bedsides identified as particular issue here. Raised at departmental meetings and monitored to see if lack of wipes is a recurring issue.
Staff member spoke up locally; confidentiality was breached and they became isolated and scared at team response.	Contacted by Head of Dept and F2SU offered F2SU presentation/listening events across all sites; leading to three further concerns and ongoing work with Service Lead and GM to identify improvements to local culture and escalation of staff suggestions. Staff member moved to alternative site and receives ongoing support from F2SUGs.
Understood that Security office at GH is only open to supply ID badges for 30 mins on Tues and Thurs	Clarification from E&F: Security team on shift are open to creating the ID badges at the GH 24/7. However, may be called away (in 2s) to an incident and so not ideal but definitely not restricted to details raised in the concern. F2SUG requests comms for info given.