

Freedom To Speak Up

SFH Board Report – Feb 2023

Kerry Bosworth FTSU Guardian

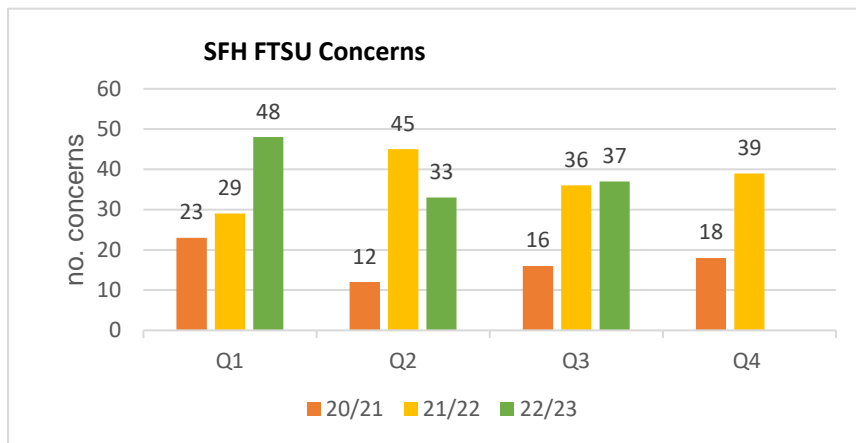
Purpose

This report provides a review of speaking up cases for Q2/ Q3 22/23 and assurance of the FTSU provision at SFH. Included is the learning and improvement actions taken from concerns, highlighted with a case study.

Overview

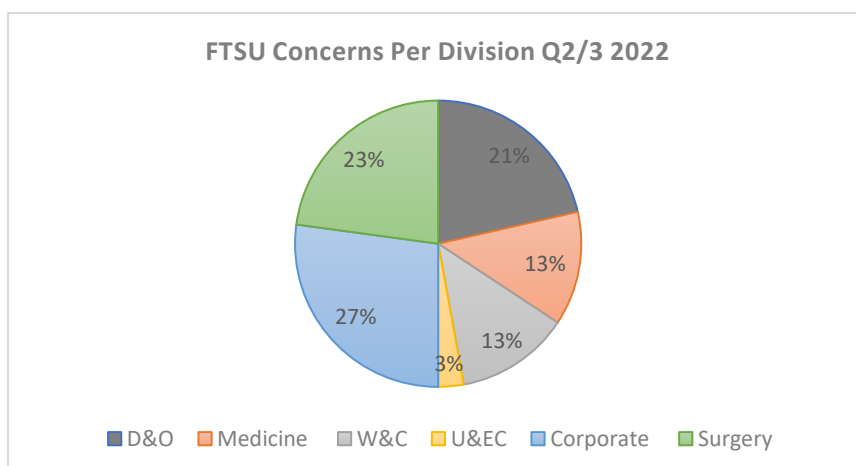
During Q2&Q3 2022 there were 70 concerns raised with the FTSU Guardian.

Quarterly comparisons demonstrate consistent engagement with FTSU as a route for raising concerns.



Out of the 22/23 Q2 & Q3 concerns raised, 41 were raised openly, 29 were raised confidentially (known to FTSUG only) and there were no anonymous concerns. This continues to show increasing trust in escalating concerns openly to those in a position to support and follow up the concerns.

All Divisions are represented in using FTSU, demonstrating spread across the organisation.



People Profile of Q2/3

Admin/Clerical colleagues have raised the most concerns in both quarters, also represented are nursing, midwifery, medical, estates and AHP colleagues. There have also been concerns raised from students and this reflects the spread of FTSU awareness into the training cohorts. The FTSUG has proactively engaged with some of the nursing student cohorts to highlight speaking up is for all.

EDI Information

The majority of concerns raised are from females. Ethnicity is predominantly white British however Indian, African, other Asian origin and dual ethnicity origin are also represented in both quarters.

There have been colleagues with disabilities raising concerns during this period, which is an increase.

EDI information is via an electronic survey or in person information.

Themes from Q2/3

The NGO have realigned the categories for reporting cases; therefore the below theme headings are in alignment with national reporting for clarity and consistency

Patient Safety & Quality

- Unsafe care
- Unable to provide expected level of care
- Workload – unable to take breaks
- Work environment not conducive to quality care for patients

Bullying & Harassment

- Bullying from a peer
- Bullying from a line manager
- Bullying culture within a team

Attitudes and Behaviours within B&H

- Racism – microaggressions in work environment
- Ableism – microaggressions and lack of leadership awareness of disability and equality policies and support
- Perception of lack of career development - race, age and social relationships barriers
- Hierarchy in department – workplace silenced, power imbalance

Worker Safety or Wellbeing

- Environment unsafe or poor maintenance of resources to do the job – lack of basic needs to do job
- Impact of work experience on wellbeing
- Impact of poor relationship working and wellbeing impacts
- Emotional impact on workers – fatigue, low resilience, constant “firefighting” approach
- Impact of people processes on individuals – policy not followed and impact
- Lack of breaks
- Damage / theft of personal property on site

Elements Of Other Inappropriate Attitudes or Behaviours

- Incivility
- Gaslighting behaviours
- Leadership poor response to raising concerns
- Leadership styles
- Favouritism
- Behaviours within people processes and concerns not acted on or resolved

FTSU Learning & Triangulation

The majority of concerns fall into the Inappropriate Attitudes or Behaviours category. Concerns involving leadership remain significant in this category but also feature in the Worker Safety and Wellbeing category – citing people process impacts and processes/ policies not followed or applied. A theme within this involves colleagues with disabilities who feel their line management is not inclusive, or empathetic. Knowledge of support regarding policies supporting disability are not known and used. Actions from these concerns involve the FTSUG directly referring to the senior People Lead Teams and support to line managers on the process and care of colleagues with disabilities. There has been regular triangulation with the EDI Lead to ensure experiences are shared for training and education purposes and fed to the relevant staff network.

Concerns involving team culture and individual poor behaviours impacting teams, have been shared with the OD & Learning team. Having appointed OD Practitioners to SFH has enabled the concerns regarding this type of behaviour amongst teams with consistent issues in this area to be supported. Close working with the FTSUG and OD practitioners has resulted in targeted support and information to the teams and leadership. This is especially beneficial when the concern raiser is fearful of open escalation of their concerns. They have been able to remain confidential if they choose to do so but actions can still be taken.

Leadership support from the People Team has helped navigate difficult conversations with colleagues and upskill managers in these difficult team conversations

Concerns regarding patient safety and quality have been shared with the Chief Nurse for review. Medical FTSU concerns are shared with the Medical Director for review

Concerns involving colleagues who feel disadvantaged in career development, citing ethnicity as a reason have been supported by the EM Staff Network. The FTSUG has been able to share individual cases with the senior nursing team. Actions include support with CV preparation, interview skills and personal coaching allocation from senior nurse team. This is a very new proactive way to support colleagues who feel they suffer detriment due to their ethnicity and consequently lost confidence to apply for roles and develop.

The FTSUG now meets regularly with the Director Of People to showcase concerns and experiences with people processes to help organisational learning and oversight of themes in this category. Following the recommendation from NHSEI for all workers to undertake Speak Up & Listen Up training, the Director of People is exploring this within the mandatory training framework with the FTSUG. With the restructure of the Training & Development / OD & Learning Teams it is hoped this will be an action for 2023 and will address how to deliver this training to the existing workforce.

Case Review

Multiple concerns raised from within a department to FTSUG via email. Several team members collated concerns and wished to remain confidential after escalating to the FTSUG

Themes were –

- Poor work environment – safety of workers, lack of basic supplies, deterioration in staff facilities.
- Leadership – lack of response to concerns raised, favouritism, lack of process.
- Workload – unrelenting workload, vacancies and impact, quality of work highlighted in repeated incidents and complaints.
- Felt department not valued and forgotten about.
- Wellbeing impacts from the above and relationships strained as consequence.

FTSU Actions and Follow Up

- FTSUG raised with Senior Divisional Team outside of the department.
- Senior People Lead met with FTSUG to understand how to support the teams and leadership support.
- Action plan shared with FTSUG to review and address the concerns.
- FTSUG, Staff Side Representative and OD Practitioner triangulated concerns and provided direct support to colleagues through visits to team, follow up support and visibility.
- OD interventions and support to leadership within the team.
- H&S review of department to follow up on worker safety elements and report presented to Divisional Team.
- 15 Steps visits to department from senior SFH leadership teams.
- Restructure and recruitment priorities enacted by leadership team.
- FTSUG escalated to Wellbeing Team for support and awareness for targeted support.
- Basic equipment and supply chains reviewed.

Feedback was communicated from the project manager to the FTSUG on progress and individuals were able to receive feedback via the FTSUG to maintain confidentiality. The concern raisers cited they felt some improvement and engagement was better. Also felt processes and clear sight of line management had improved dialogue to teams

FTSU Assurance at SFH

Speak Up Month – October was Speak Up month and the FTSUG toured the organisation, visiting teams and promoting the speak up culture. This generated concerns but also teams were able to ask and explore the FTSU process. Champions supported their wards and teams in local events and success was reported via the Champions undertaking this.

One ward used their Champion to initiate a confidential forum where the Champion acted as the intermediary to the leadership team to hear all staff voices and concerns, which were then taken forward for discussion and feedback – it was a resounding success and enabled the ward to initiate improvements and acknowledge the worries and support wellbeing.

Champion Update

The FTSU Champions were shortlisted to the final 3 in the CARE category award at the most recent Staff Excellence Awards recognising their contribution to FTSU.

New Champions have been recruited this quarter increasing the Champion numbers to 22. There is now a FTSU Champion on the Sherwood Board of Directors – this is valuable as often leaders in the organisation raising concerns have further barriers to overcome due to their senior position. This allows a safe space for those in leadership roles to have a voice and access support.

The FTSU Team were finalists at the recent HSJ Awards showcasing “Growing Our FTSU Culture at SFH” . From this the NGO wish to spotlight a media article on the entry and publish to their website for sharing and learning nationally.

FTSU Feedback

Feedback from those who use FTSU remains positive. This is requested via MS Forms but mainly consists of personal email feedback to the FTSUG.

Recent feedback –

I would recommend anyone who needs to speak up please get in touch with the team. Kerry was so lovely and helpful I don't think I could have done it without her.

I have been listened to and treat with understanding through the process.

FTSU have for me, have been exceptional. Very understanding, kind and made me feel that I was being taken seriously by not brushing me off or making excuses for those I spoke against

National Updates

NHSEI / NGO released the new [Freedom To Speak Up Policy 2022](#) in Summer 22 and require all providers to adopt the policy by Jan 2024 . The FTSUG has reviewed the current Speak Up policy for SFH and aligned to the national policy. The SFH Speak Up Policy is awaiting ratification in January's JSPF forum. Included in the SFH policy is a new section on how

colleagues who feel they have suffered detriment for speaking up can report and how this will be followed up.

NGO Speak Up Data

On a quarterly basis the FTSUG is required to share anonymised speak up data on concerns raised to the NGO. This enables valuable information to inform the national picture and provide valuable insight into implementation of FTSU in organisations.

The national data collated so far for 2022/23 shows SFH position is comparable to the national picture in terms of most concerns are raised within the Inappropriate Attitude & Behaviours category and engagement with FTSU is comparable with other providers in the region.

Training for workers in Speak Up , Listen Up & Follow Up

NHSEI and NGO continue to recommend all workers are trained in Speak Up & Listen Up, with senior leaders undertaking the Follow Up module. Currently there is no mandate to do so at SFH. However, the FTSUG and Director of People plan to explore and review how this could be delivered across the organisation.

The FTSUG delivered a Board Development session in August 2022 to provide overview of the Follow Up training.

The SFH Board are asked to receive assurance from the report regarding the Freedom to Speak Up agenda.

Freedom To Speak Up

SFH Board Report – Feb 2023

Kerry Bosworth FTSU Guardian