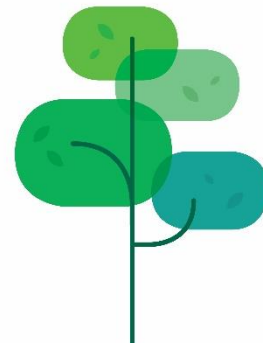




Freedom To Speak Up

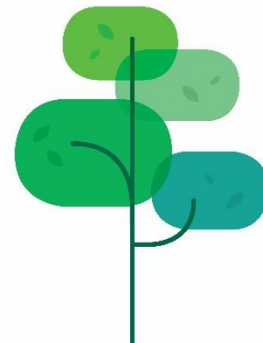
Kerry Bosworth
Interim FTSU Guardian
SFH Board Report August 2021





Overview

- **Q1 April – June 2021** there have been **29** FTSU cases, a 38% increase on Q1 2020/2021
- From **Q4 Jan – March 2020/21** to end Q1 2021/22 there has been a 61% increase in FTSU cases
- Only 1 of the cases in Q1 2021/22 was linked to Covid-19.
- 13 cases escalated openly and 13 cases raised confidentially with the FTSU Guardian whilst remaining anonymous to the Trust, three cases were raised anonymously.
- There are 4 open cases, two are linked to HR processes and 2 awaiting responses from local leadership investigation
- Colleagues speaking up were in the majority from business/ admin teams . Also represented were nursing & midwifery teams . No concerns raised from medical colleagues or facilities teams
- Preferred contact method is via Guardian email -21
 - Other contact
 - Phone – 2
 - Champion signpost – 2
 - Local Listening Event - 4

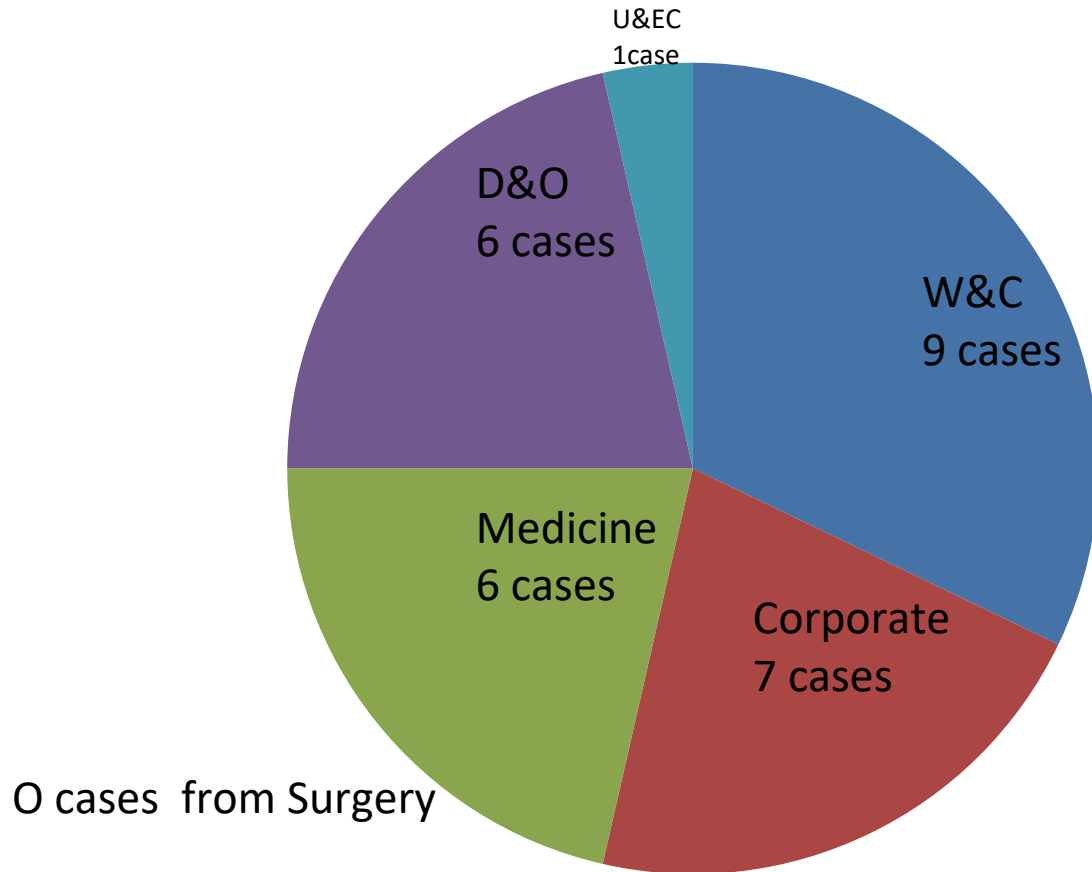




FTSU by Division



Sherwood Forest Hospitals
NHS Foundation Trust

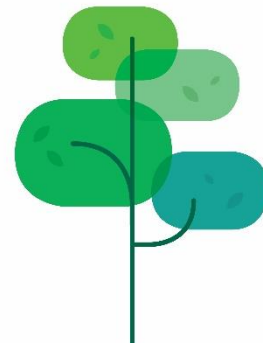


“ How do we interpret this ? ”

Good news W&C moving to a culture of speaking up ?

Or Surgery and U&EC have good local speaking up ?

Or Surgery and U&EC need more input from FTSU ?





Themes



Sherwood Forest Hospitals
NHS Foundation Trust

Bullying & Harassment

6 of the concerns meet criteria for NGO classification of B&H across a team /culture

Culture / leadership – management styles

26 out of the 29 cases featured elements of poor leadership, highlighting our CARE values not demonstrated , not involved in decision making / kept informed and not listened to. Workforce changes not involved in , attitudes and behaviours not as expected and one concern raising discrimination

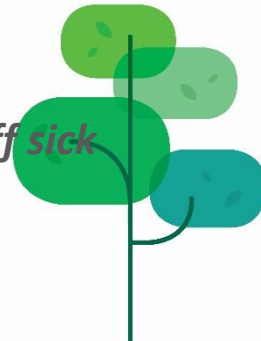
Unsafe Working

4 concerns raised – 1 case of workforce change model causing severe detriment to staff team , 1 case of employee feeling unsafe at work with behaviour of another colleague , 2 cases of H&S within workplace , one linked to persistence in non adherence to mask wearing in shared work space

Individual employment concerns

Those concerns raised within this group cited , application of policy not correct, lack of communication within the process from leaders , conflict in processes

27 out of 29 cases reported impact on personal health and wellbeing with 3 going off sick



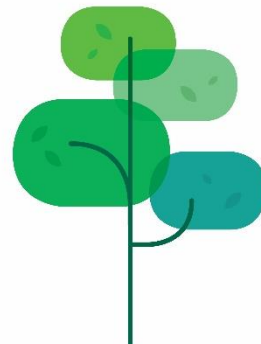
How does FTSU support resolution of concerns ?

FTSU Case -Unsafe Working Causing Team Detriment - May 21

A new workforce change was launched 18 months ago with a new model of care provided by a new team . The new model of working was a major change in ways of working to meet national recommendations that this model was the gold standard to the service users. Engagement and passion from new team was there and the model was driven forward by all . Covid impacted the model – ways of working , colleagues isolating / sick . Colleagues also left the team due to development elsewhere but others also feeling burnout & detriment – not covid related .

Resulted in a colleague accessing FTSU to speak up about severe detriment to self and team . Cited was unsafe rota patterns , excessive hours , conflict with other teams and how mental health was impacted . Wanting to leave , feeling unsafe at work . This had been raised locally over a period of time but felt no action although acknowledgement of the concerns. Concern raiser along with the team had pushed for a stop moment meeting with senior local leaders and this was to happen .

The concerns were also ,it would be another acknowledgement not action and that others wouldn't speak up . Concern raiser was on the brink of going off sick



How does FTSU support resolution of concerns ?

FTSUG ACTION –

FTSUG escalated these concerns confidentially , fed in the concerns /detriment ahead of this meeting . The senior leader responded by openly offering support for individual and also gave assurance this would be highlighted to the meeting leaders ahead of meeting .HR Business Partner also escalated to ahead of meeting to ensure wellbeing focus and that if no one spoke up this was to be raised . FTSUG ensured concern raiser was signposted to staff wellbeing hub

Outcome – meeting occurred with HR Business Partner support and leadership team briefed . Model of care causing detriment was immediately suspended . Team given a focus to be involved in how to work a new model but importantly all elements causing staff detriment were immediately ceased and temporary safeguards put in which meant withdrawing some elements of the model to service users but safety of service users and team were assured

Feedback – contact maintained with FTSUG throughout and concern raiser voiced how they felt their concern had been resolved . Health improved and feedback from them indicated no detriment for speaking up and would recommend FTSU to others . Feedback was also felt that local listening would be better now and that colleagues feel more able to speak up locally





Feedback

29 cases raised – no reports of detriment caused by using FTSU however formal feedback response rate needs improving . **ACTION FTSUG**

From the feedback collected –

3 verbal feedback citing no detriment and would use FTSU again

3 email returns citing no detriment and would use FTSU again

8 MS Forms feedback completed since launch June 2021

- 8 citing no detriment
- 7 citing would use FTSU again
- 1 citing would not use FTSU again – reason is issue hasn't been resolved despite actions and involvement of others **ACTION FTSUG**





FTSU Growth & Progress At SFH

- ✓ FTSU Index Report 2021 – SFH improved position and top acute Trust in Midlands for the FTSU Index
- ✓ Trust wide recruitment with targeted recruitment in staff networks and within medical team for new FTSU Champions as current Champion team at 5
- ✓ 15 new Champions to be trained in August to add to existing 5 .This will bolster FTSU offer to grassroots and ensure more visibility
- ✓ FTSU added to junior doctors induction in August and JDF from September
- ✓ Targeted listening events in response to cultural heat map hot spots
- ✓ FTSUG developing further engagement with Culture & Improvement team and developing representation through visibility and delivering of formal sessions to leadership development programmes
- ✓ New feedback form for those that use FTSU to try to improve response rate .
- ✓ Collection of protected characteristic information for new champions and for those speaking up . Both to feed into EDI monitor to make sure FTSU is inclusive
- ✓ HEE national FTSU e- learning modules now added to Sherwood E Academy for easier access . Listen Up recommended for all line managers (NGO)



Recommendations and Actions

- The Board is asked to receive assurance from the report regarding the Freedom to Speak up Agenda.
- The Board is asked to recommend all current and future line manager positions undertake the FTSU HEE e-learning modules – Speak Up , Listen Up ,to improve and prevent listening up cited as concerns in cases

Thank you

