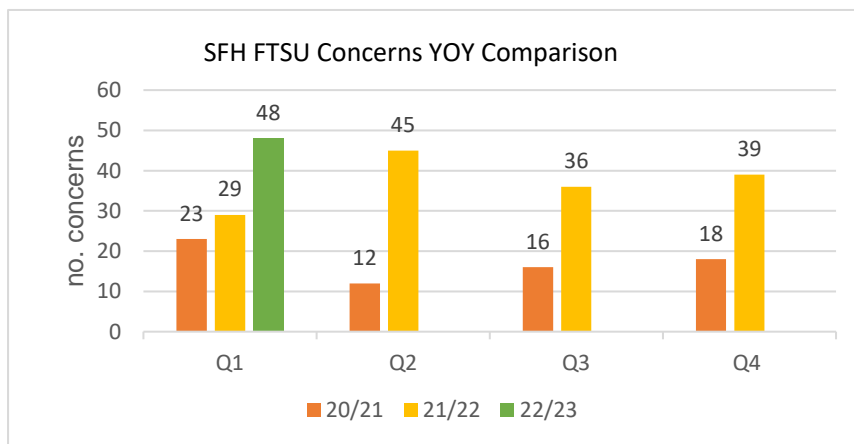


Overview

The number of SFH colleagues raising concerns through FTSU continues to increase. Year on year comparisons show progress in numbers of workers raising concerns



Year Totals

20/21 = 69 concerns

21/22 = 149 concerns

Out of the 22/23 Q1 concerns raised, 36 were escalated openly, 12 were escalated 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

To understand inclusivity in those who use FTSU , EDI data is now included in this report

Q1 EDI data – 22 completed EDI forms returned

Ethnic origin	15 White British , 3 British Asian , 3 British African , 1 White Irish
Gender	19 Female , 3 Male
Sexuality	20 Heterosexual , 2 LGBTQ
Age	>40yrs = 13
	<40yrs = 9
Disability	2

Medical FTSU Speaking Up

Medical colleagues remain represented in raising concerns which is welcomed. The concerns focus on incivility, sexism and leadership response to these issues.

Triangulation of these concerns with HR and Medical Directors Office is prompting a response led by HR, to look at medical leadership training and educational needs relating to above concerns. Exploring how we equip medical leaders in behaviour management, incivility, conflict and allyship issues.

Concerns raised Q4 21/22 and Q1 22/23

Bullying & Harassment

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

Attitudes and Behaviours

- Misogynistic behaviours - unconscious bias / lack of professional respect
- Incivility
- Inappropriate behaviour – racism

Leadership Style Behaviours

Remains a significant theme in the concerns.

- Poor response to raising concerns locally
- Processes and policy not followed – HR issues
- Incivility in teams not addressed
- Incivility in response from line manager/ senior leader
- Favouritism
- Recruitment to roles – inconsistent approach
- Interview panels not inclusive, poor feedback
- Lack of consultation for changes
- Wellbeing – mental health poor understanding, impact on individuals' emotional wellbeing due to concerns in workplace

Patient, People Safety & Quality

- Behaviours of incivility impacting patient safety, patient care and experience
- Emotional impact on workers, fatigue and reduced resilience

Case Review - FTSU Concern Involving Leadership Style and Behaviours

Leadership style and behaviour concern

- Worker suffering difficult personal challenges , requested adjustments . Initially agreed but then withdrawn . Mode of communication was all via email .
- Line manager then questions performance on a misinformed work issue and phones direct whilst at work with no pre warning
- Worker goes off sick as so distressed with issues
- Betrayal of confidentiality to other team members about personal circumstances
- Long period of sickness as feels unable to return , team dynamics different
- Returns after long period , to an uncompassionate review meeting , no apology or acceptance of issues
- Comes to FTSU as wants to leave organisation

FTSU actions and learning

- Ensured awareness of Wellbeing Services
- Create confidential escalation with Dept Lead
- Dept Lead supports mediation with both workers
- Mediation over several appts – difficult and barriered
- FTSU remains as support for individual in moving through mediation
- Agreement in mediation made with acknowledgement of learning points and way forward on how to work together in future made
- Dept focuses work on line manager styles and feedback from case – have implemented F2F touch points for individual and learning that communication via emails to teams / individuals is not supportive when someone has concerns
- Leadership tools and education for line manager
- Theme fed to Culture & Improvement Directorate for Trust wide learning – scoping of what leadership training and education offers exist for leaders regarding issues such as incivility , having difficult conversations , in receipt of me and supporting speaking up . FTSUG feeds case review and themes into existing leadership training and consideration ongoing of how we engage existing leaders in the sessions

FTSU Progress at SFH

NHSEI Freedom To Speak Up Review Tool

Review tool completed April 22 by FTSU Executive and FTSUG . Presented at People Culture and Improvement Committee June 22. Gaps identified are -review and further development of the FTSU Strategy by Jan 2023 and review of SFH Speak Up Policy by Nov 22

Growing the FTSU Champion Network

Following several FTSU Champions standing down due to leaving SFH , there has been further recruitment to the role to ensure our grassroots representation . New Champions completed training in May and there is a waiting list for training in the Autumn . This is encouraging that colleagues wish to represent FTSU and they care about our values and improving culture of improvement by supporting everyone to have a voice

Recognising the vital role FTSU Champions play in speak up culture, we now have representation in Estates & Facilities and NHIS – areas where we haven't had Champions previously . We also have a new Medical FTSU Champion

The FTSUG has developed a Champions Toolkit to support them in signposting services and avenues of support for colleagues who speak to them . From the regular Champion Forums , it was felt there were gaps in knowledge of which services support speak up and recognition of the emotional impacts of speaking up but also in hearing concerns, so the toolkit contains important wellbeing resources as well as pathways for concerns to be shared

Collaboration with SFH Wellbeing Team

The emotional impacts of poor worker experience and the impacts on mental health when raising concerns has become more evident in the workforce when raising concerns to the FTSUG .

Therefore action and collaboration with the SFH Wellbeing Team has forged new relationships and enables the FTSUG to refer to the Wellbeing Team directly and vice versa, when they are supporting colleagues whose work experience is the cause of their emotional and mental distress .

National Staff Survey 2021

SFH demonstrates an increase in the number of staff who feel safe to speak up about unsafe practice , feel encouraged to report errors and feel confident the organisation would address concerns about safe practice . SFH is above the national average for all the speak up questions and gives encouragement that colleagues feel able to have their say

HSJ Award Entry

Recognising a good year for FTSU within SFH , an entry for the FTSU award at the HSJ Awards has been submitted .

FTSU Feedback

Feedback from those who use FTSU remains positive . This is requested via MS Forms . Additional to feedback requests , the FTSUG will follow up approximately 6 months post concern with a detriment questionnaire to ensure no harm is experienced from speaking up and improvement is sustained – commenced July 2022

Recent feedback –

“I tried to raise a concern within a service at SFHT, but I was belittled in the first instance and struggled to get any meaningful acknowledgement and response when things still did not feel right after trying to take my concern further. Kerry was extremely supportive and listened to my experience. Kerry created an environment that made me feel like the sharing of my experience was worthwhile and what I had to say had some value. Kerry instantly recognised important themes associated with my experience that had not been addressed and needed investigating. Kerry very swiftly ensured that I was listened to, that my concerns were properly investigated, and the outcomes were shared with me. The FTSU service is essential, and I would recommend the service to anyone who feels they cannot speak up or that they have tried but have not been listened to. If something does not feel right, we have a duty to speak up. My experience of this is that it can feel daunting, emotional and stressful but the FTSU service was there to listen and offer support throughout the process.”

“I think my concerns were very clearly taken on board seriously and with clarity and a good understanding, and action was taken appropriately at all levels.”

National Updates

NHSEI updates

1. Following the publication of the Ockenden Review , a letter from the NHS Executive Team was sent to all provider organisations in April 2022 . Within this letter there was action required with relevance to speak up -

“The report illustrates the importance of creating a culture where all staff feel safe and supported to speak up. We expect every trust board to have robust Freedom to Speak Up training for all managers and leaders and a regular series of listening events. A dedicated maternity listening event should take place in the coming months”

2. NHSEI and NGO publish new Speak Up Policy and FTSU Reflection Tool June 2022

NHSEI is asking all trust boards to be able to evidence by the end of January 2024:

- An update to their local Freedom to Speak Up policy to reflect the new national policy template
- Results of their organisation’s assessment of its Freedom to Speak Up arrangements against the revised guidance and tool by Jan 2024

3. Launch of final NGO eLearning module Jun 2022 – Follow Up.

This completes the trilogy of modules called Speak Up , Listen Up and Follow Up .

Follow Up is aimed at senior leaders , executives and non-executive directors to ensure self-reflection and understanding of their roles in FTSU to drive improvement . This will form part of the Board Development Session in Aug 22 , presented by the FTSUG .

Recommendations for SFH –

1. **All leaders / line managers to complete Speak Up & Listen Up training.**
 - **This can be delivered across the organisation to existing and new leaders by completing NGO eLearning modules – Speak Up & Listen Up , Follow Up to be completed by senior leaders . Accessible on Sherwood eAcademy**

The SFH Board are asked to receive assurance from the report regarding the Freedom to Speak Up agenda and agree the above recommendations