



University Hospitals of Leicester
NHS Trust

Q2 Data - July to September 2024

Circulation: Becky Cassidy



**The Guardian
Service**
Here to listen

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UHL FTSU Data Dashboard - Quarter 2 2024 – Section 1

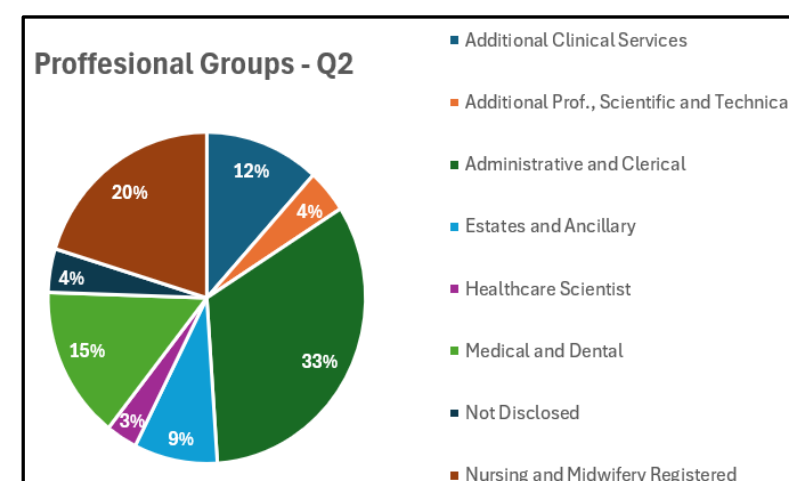
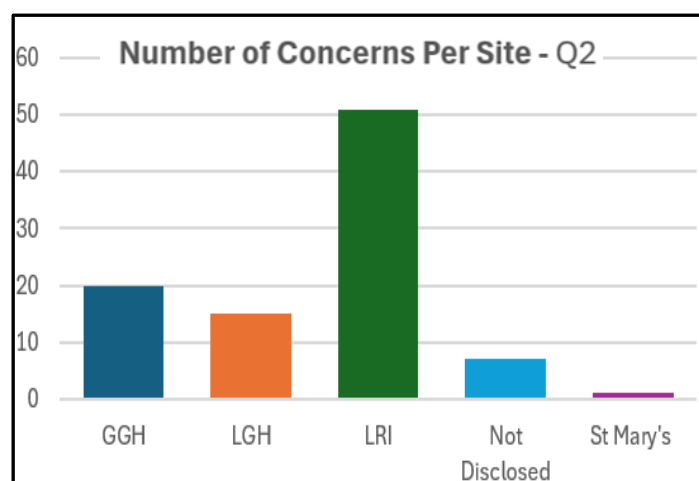
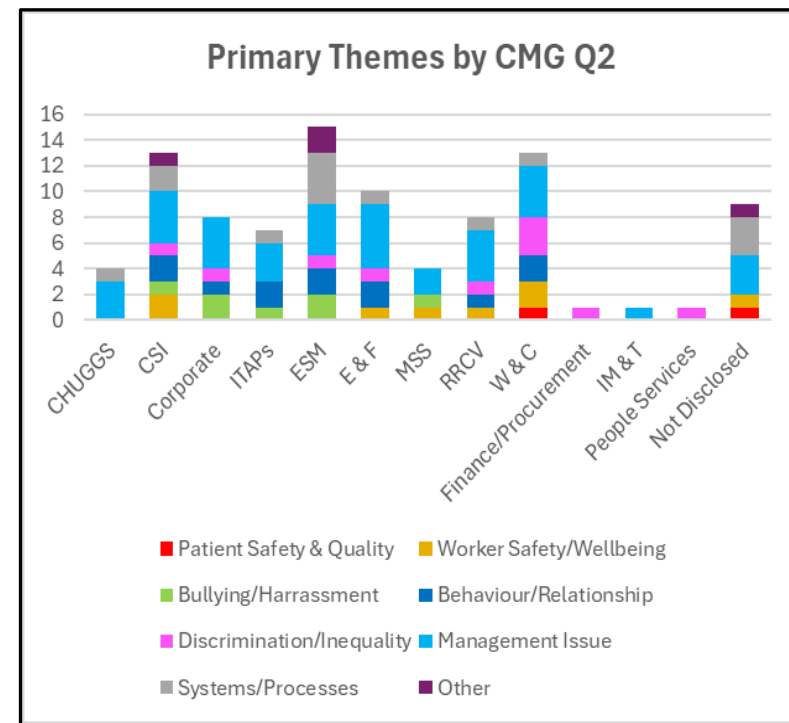
Cases		
	Q1	Q2
New Cases this quarter	80	95
Cases closed this quarter	48	61
Cases remaining open this quarter	32	34
Total cases since April 2024	80	175

RAG Status		
	Q1	Q2
Red	4	2
Amber	46	60
Green	26	29
White	4	4
Total	80	95

Outcomes		
	This Quarter	This year
Chose not to pursue	3	7
No further contact	2	4

Reported Detriment		
	This Quarter	This year
Detriment	1	1

Themes				
	Primary Only		All themes inc. primary	
	Quarter	Year	Quarter	Year
Patient safety/quality	2	15	10	26
Worker Safety or wellbeing	8	12	28	43
Bullying or harassment	7	13	14	28
Other inappropriate behaviour or attitudes				
Behaviour / relationship	13	17	32	53
Discrimination & inequality	10	12	19	26
Management issue	37	75	47	95
Additional Themes				
System and process	14	24	24	51
Other	4	7	0	3
Totals	95	175	174	325



Section 2 – Additional Data

Breakdown of themes by Quarter

	Q3 October 23 – December 23	Q4 January 24 – March 24	Q1 April 24 – June 24	Q2 July 24 - September 24	Total
A Patient Safety / Quality	6	14	13	2	35
B Management Issue	8	26	38	37	110
C System / Process	27	16	10	14	67
D Bullying and Harassment	7	4	6	7	24
E Discrimination / Inequality	5	5	2	10	22
F Behavioural/Relationship	13	9	4	13	39
G Other (Describe)	6	4	3	4	17
H Worker Safety	3	2	4	8	17
Grand Total	75	80	80	95	331

Demographics

The data is from 79 of the 94 staff members who shared concerns.

Which of the following best describes you?					
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
GSL concerns raised by staff %	81	19	0	0	0
UHL Staff data %	75.71	24.29			

What is your ethnic group?						
	Asian or Asian British	Black, African, Caribbean or Black British	Mixed or Multiple Ethnic Groups	Not Stated/Prefer not to say	White	White – Any other background
GSL concerns raised by staff %	26.6	12.7	3	5.1	48.1	3
UHL Staff data %	34.63	8.43	3.80	1.82	45.53	3.69

What is your religion? Are you...								
	Atheism	Buddhism	Christianity	Hinduism	Not disclosed	Islam	Sikhism	Other
GSL concerns raised by staff %	0	0	24.1	10.13	54.54	5.06	6.33	0
UHL Staff data %	12.65	0.81	41.45	11.73	13.96	11.42	2.74	5.1

Which of the following best describes how you think of yourself?					
	Heterosexual/ Straight	Gay/Lesbian	Bisexual	Other	Prefer not to say/No response.
GSL concerns raised by staff %	58.22	0	0	0	41.8
UHL Staff data %	88.11	1.10	1.47	0.08	9.26

Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?			
	Yes	No	Not Stated
GSL concerns raised by staff %	7.6	58.23	34.2
UHL Staff data %	5.1	86.6	8.34

Section 3 - What is the data telling us?

- Concern rates across quarters have been consistent which shows staff members want to speak up.
- The highest reported theme in Q2 was Management Issues with 37 concerns, followed by Systems and Processes (14) and Behaviours and Relationships (13).
- Management issues have remained consistent across Q1 and Q2.
- Discrimination has seen an increase in Q2 from Q1 as a primary theme from 2 concerns to 10. This may potentially be related to GSL service being heavily promoted within Porting, Domestic and Catering departments.
- The LRI continues to have the most reported concerns as the biggest site.
- Community hospitals have started to report concerns, but numbers remain low. Most of the concerns from community hospitals have happened because of going into the hospitals and speaking to staff members.
- ESM have the most reported concerns, followed by CSI and Women's and Children. GSL have had a frequent presence within these CMG's during the Q2 period.
- Administrative and Clerical staff are the highest reporting group at 33% followed by Nursing and Midwifery at 20%.

Reported detriment:

We had one case of detriment reported. The staff member felt they were treated differently by colleagues after they had spoken up to managers about how a male staff member was treating them and making them feel, in the isolated location they were working in. Although the male staff member was relocated the next person to take their place chose not to speak to the staff member in case they spoke to managers about them. Several Staff members treated them this way. The FTSU Guardian spoke to managers about detriment and how it looked. They supported the staff member in moving to a location they felt more comfortable with. Although managers kept the staff member off work until a suitable location could be found they have their pay so they are not out of pocket. Further work around working with the team around speaking up and detriment is needed moving forward.

Management issues deep dive?

- 8 concerns were received relating to management not following policies, processes and procedures.
- 7 concerns were raised related to the bad/poor/unprofessional behaviours displayed by their managers.
- 6 concerns were raised where staff felt they were not supported/lack of support by their managers
- 6 concerns were raised concerning management not having the skills/knowledge and experience required for their role.
- 6 concerns were raised concerning staff feeling /experiencing bullying and harassment directly from managers.
- 4 concerns were raised relating to managers not listening to their staff or acting upon concerns staff have raised.

- 4 concerns were raised due to the staff feeling lack of equality, they felt disadvantaged, discrimination, and inequality displayed.
- 3 concerns raised related to unfair recruitment processes.
- 3 concerns were raised by staff that felt there was a lack of empathy from managers.
- 2 concerns raised related to managers displaying unethical behaviours in the presence of staff and sometimes patients to.
- 2 concerns raised related to poor/broken-down relationships between staff and managers.
- 2 concerns raised related to lack of teamwork/collaboration.
- Each of the following concerns raised is 1 concern per theme. Staff felt there was a lack of staff welfare support, lack of managers being role models, lack of communication and disagreements with staff members.

Red concerns breakdown:

Concern	Actions taken	Learning/outcome
<p>Manager took concerns to HR without speaking to the staff member which caused the staff member a lot of stress.</p> <p>Executive Lead: Julie Hogg</p>	<p>Plan put in place to support staff psychological safety.</p>	<p>Communications with staff members needed to ensure positive relationships.</p>
<p>Staff members concerned about the behaviour and lack of care of a patient from a local care facility. Patient</p> <p>Executive Lead: Julie Hogg</p>	<p>Executive investigated and Safeguarding team did the appropriate referrals.</p>	<p>The staff member was happy the concern was taken seriously as wasn't sure what to do in this situation especially late in the day at the end of the week.</p>

Positive outcomes and learning:

Section 4 - FTSU Guardian Activity

- The Guardians contribute to the Sexual Safety Group meetings, Patient Safety, Great Place to work group, UHL Leadership Huddle, monthly meetings with Director of Corporate and Legal Affairs, HR and People Services sharing information/intelligence, and numerous other departments including Staffside and EDI.
- We attend in-person monthly corporate Inductions with HCSW and Junior Doctors corporate induction.
- We do weekly in person corporate inductions briefings for new starters as well as occasional virtual induction events.
- Briefings for Enhanced Patient Observation teams and Pathways to Excellence.
- LLR FTSU group meeting sharing best practice.
- Ward walks, briefings and visits to community hospitals.
- Quarterly CMG Senior Management meetings to share themes across the CMG.

Areas we have been asked to have an increased focus/presence in Q2 by the Chief Nurse and Executive Sponsor are:

- RRCV - Glenfield Cardiology
- Women's and Children's - LRI Children's wards
- Corporate - Research

What next?

Since Q1

- We have had an increased presence within the Domestic, Portering and Catering teams.
- We have begun briefing and engaging with groups of consultants across different CMG's, but this is something we are still building on.
- We have started briefing within theatre teams and are aiming to continue to engage.
- October was Speak Up Month – we had an increased presence across all UHL sites. All sites were visited. We participated in the Winter Wellbeing hubs, wellbeing week and several promotions within restaurants as well as our regular briefings and meetings. This led to an increase of 48 concerns raised in October alone. Schedule is in the Appendices.
- In future reporting we aim to further breakdown job groups speaking up per CMG, to provide a deeper understanding of which groups are speaking up and the key areas of concern.
- Possible further breakdown of CMG's into departments within our reporting, e.g. Women's and Children's could be reported separately. This would potentially be from April 2025.
- Continue to meet senior teams within CMG's
- Ensure a greater line of reporting into People Services.

Appendices

Background to Freedom to Speak Up

Following the Francis Inquiry¹ 2013 and 2015, the NHS launched 'Freedom to Speak Up' (FTSU). The aim of this initiative was to foster an open and responsive environment and culture throughout the NHS enabling staff to feel confident to speak up when things go or may go wrong; a key element to ensure a safe and effective working environment.

The Guardian Service

The Guardian Service Limited (GSL) is an independent and confidential staff liaison service. It was established in 2013 by the National NHS Patient Champion in response to The Francis Report. The Guardian Service provides staff with an independent, confidential 24/7 service to raise concerns, worries or risks in their workplace. It covers patient care and safety, whistleblowing, bullying, harassment, and work grievances. We work closely with the National Guardian Office (NGO) and attend the FTSU workshops, regional network meetings and FTSU conferences. The Guardian Service is advertised throughout the Trust as an independent organisation. This encourages staff to speak up freely and without fear of reprisal. Freedom to Speak Up is part of the well led agenda of the CQC inspection regime. The Guardian Service supports the Trust's Board to promote and comply with the NGO national reporting requirements.

The Guardian Service Ltd (GSL) was implemented in UHL September 2023 and officially launched on 9th October 2023.

Communication and marketing have been achieved by meeting with senior staff members, joining team meetings, site visits, the Intranet and the distribution of flyers and posters across the organisation. All new staff will become aware of the Guardian Service when undertaking the organisational induction programme.

Access and Independence

Being available and responsive to staff are key factors in the operation of the service. Many staff members, when speaking to a Guardian, have emphasised that a deciding factor in their decision to speak up and contacting GSL was that the Guardians are not NHS employees and are external to the Trust.

Categorisation of Calls and Agreed Escalation Timescales

The following timescales have been agreed and form part of the Service Level Agreement.

Call Type	Description	Agreed Escalation Timescales
Red	Includes patient and staff safety, safeguarding, danger to an individual including self-harm.	Response required within 12 hours
Amber	Includes bullying, harassment, and staff safety.	Response required within 48 hours
Green	General grievances e.g. a change in work conditions.	Response required within 72 hours
White	No discernible risk to organisation.	No organisational response required

Open cases are continually monitored, and regular contact is maintained by the Guardian with members of staff who have raised a concern to establish where ongoing support continues to be required. This can be via follow up phone calls and/or face to face meetings with staff who are in a situation where they feel they cannot escalate an issue for fear of reprisal. Guardians will also maintain contact until the situation is resolved or the staff member is satisfied that no further action is required. Where there is a particular complex case, setbacks, or avoidable delays in the progress of cases that have been escalated, these would be raised with the organisational lead for the Guardian Service at regular monthly meetings.

Escalated cases are cases which are referred to an appropriate manager, at the request of the employee, to ensure that appropriate action can be taken. As not all employees want their manager to know they have contacted the GSL, they either progress the matter themselves or take no further action. There are circumstances where cases are escalated later by the Guardian. A staff member may take time to consider options and decide a course of action that is right for them. A Guardian will keep a case open and continue to support staff in such cases. In a few situations contact with the Guardian is not maintained by the staff member.

Speak up Month – Theme ‘Listen Up’ - October

FTSU Guardian Activity: Sheela, Rachel, both (This does not include attendance at meetings or time spent with staff members)

<p>Monday 30th - LRI restaurant, 10am – 2pm Winter health and wellbeing hub. - LRI, 10.30am – Corporate induction - LRI promo walk – Windsor Building 11am – 1pm</p>	<p>Tuesday 1st - LGH Restaurant promo 10am – 2pm - LGH promo walk including Leicester Diabetes centre 10 - 12</p>	<p>Wednesday 2nd - Research Space Away day – 10am – 2pm - Coalville Hospital, 10 – 11am - Glenfield Hospital – ITAPs consultant briefing 5.30pm</p>	<p>Thursday 3rd 1pm - Pathways star virtual forum briefing.</p>	<p>Friday 4th - GH promo walk 11.30am – 1pm</p>
<p>Monday 7th - LGH Restaurant, 9am – 12, Health and Wellbeing festival</p>	<p>Tuesday 8th - 8.15am – LGH briefing inventory and supplies staff. - LGH restaurant, 10am – 2pm Winter health and wellbeing hub.</p>	<p>Wednesday 9th - 9 – 4.30, GGH School of Nursing and Midwifery - Launch of the Safe Learning Environment Charter. - LRI Restaurant, 1 – 3pm, Health and Wellbeing festival</p>	<p>Thursday 10th - 8.15am – GGH – Briefing inventory and supplies staff. - GH Restaurant, 10am – 12, Health and Wellbeing festival</p>	<p>Friday 11th - GGH promo walk 11.30 – 1pm - GGH School of HCSW, 11.30am, briefing</p>
<p>Monday 14th - LRI, 10.30am – Corporate induction - LRI Restaurant promo 11.30am – 2pm - LRI promo walk – Osborne & Jarvis buildings, 11 - 1</p>	<p>Tuesday 15th - GH Restaurant promo 10am – 2pm</p>	<p>Wednesday 16th GH restaurant, 10am – 2pm Winter health and wellbeing hub.</p>	<p>Thursday 17th Melton Mowbray hospital 10 – 10.45am - St Mary’s Birth Centre 10.45 – 11.15 - LRI promo walk - Balmoral Building 1 – 2.30pm - 1pm – Meeting Staff network Chairs.</p>	<p>Friday 18th - County Hall promo – 9.30 – 11am - 12, LRI – Friday Focus.</p>
<p>Monday 21st - LRI, restaurant, 10am – 2pm Winter health and wellbeing hub.</p>	<p>Tuesday 22nd - Hinckley and District hospital 10-11am - Ashton Care Home – 12 – 1pm</p>	<p>Wednesday 23rd</p>	<p>Thursday 24th - Loughborough Hospital 12 – 2</p>	<p>Friday 25th</p>
<p>Monday 28th - LRI, 10.30am – Corporate induction - LRI promo walk Victoria building and Knighton Street offices 10 -12</p>	<p>Tuesday 29th</p>	<p>Wednesday 30th - St Luke’s Hospital 1pm – 2pm</p>	<p>Thursday 31st - Rutland memorial 11 – 12pm</p>	