

## Trust Board

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Title:	<b>Chief Executive report</b>
Action:	<b>FOR APPROVAL</b>
Meeting:	<b>20<sup>th</sup> November 2019</b>

### Purpose:

The report details news on the District Nursing training funding; proposals to the changes to the 2012 health Act and details about Brexit planning.

Section 2.1 details the work across the Trust supporting our staff to speak out; raise their concerns and support them. The details of the concerns raised and the professional groups are included in the body of the report. Annex 1 has the extract concerning the Trust in the recent National Guardian Freedom to Speak Up.

### Recommendation:

The Board are asked to note the details within section 2.1 concerning staff experience; raising concerns and the freedom to Speak Up work.

	Name	Title
Author & Executive sponsor	Matthew Winn Karen Mason Mercy Kusotera	Chief Executive Head of Communications Company Secretary

### Trust Objectives

Objective	How the report supports achievement of the Trust objectives:
Provide outstanding care	Being able to raise concerns is a key factor to enable our staff to provide great care.
Collaborate with other organisations	
Be an excellent employer	Being rated the No 1 NHS trust in the country for staff to raise their concerns, shows the support we are providing to all of our staff.
Be a sustainable organisation	

**Trust risk register**

**Legal and Regulatory requirements:**

**Equality and Diversity implications:**

Nil identified

<b>Objective</b>		<b>How the report supports achievement of objectives:</b>						
Achieve an improvement in the percentage of service users who report that they are able to access the Trust services that they require		Not covered in this report						
To introduce people participation in our diversity and inclusion initiatives to capture the experience of hard to reach/seldom heard/varied community groups.		We will ensure this is included in the Friend and Family feedback re-fresh						
Introduce Disability Passport Scheme to record agreed reasonable adjustments.		Not covered in this report						
To utilise the diverse experience and backgrounds of our Trust Board members in promoting an inclusive culture.		No specifically covered in this report						
Are any of the following protected characteristics impacted by items covered in the paper No								
Age	Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>				

## 1. LOCAL, REGIONAL AND NATIONAL ISSUES

- 1.1 Health Education England have announced that they are making extra budget available for the District Nursing Qualification training budget for 2019 and 2020/1. This ensures there will be no gap in training money as providers and Universities move from the funding coming from a central pot, to being paid by Providers, through the apprenticeship levy.

The Trust will ensure the right numbers of nurses are put forward for this specialist training from our Luton adult portfolio.

- 1.2 NHS England/Improvement has published its proposals for legislative changes to the 2012 Health Act. The Government are expecting to introduce a Bill to bring the proposals into law and amend the Act. This process will probably take around ten months, depending on the priorities post the General Election. When the Trust is aware of the details, we will brief the Board on those issues that will have an impact on the organisation.

## 2. TRUST ISSUES

### 2.1 Freedom to Speak Up Guardian Board Report November 2019

The Mid Staffordshire inquiry and subsequent Freedom to Speak Up (FTSU) review by Sir Robert Francis highlighted serious concerns about the way NHS organisations deal with concerns raised by staff and the treatment of those who have spoken up and were victimised for doing so.

The purpose of this report is to update the Board on the Trust's speaking up issues raised through the Freedom to Speak Up Guardian, Freedom to Speak Up Champions and other speaking up channels across the Trust during 2019/20 Quarter 1 and Quarter 2. The report also provides a summary of Freedom to Speak Up Index 2018.

#### Freedom to Speak Up Index 2018

On 8<sup>th</sup> October 2019 the Trust received some recognition from the National Guardian's Office for achieving the **highest** Freedom to Speak Up index results for 2018 nationally (**annex 1**). The purpose of the index is to enable trusts to see at a glance how their Freedom to Speak Up culture compares with others, promote sharing of good practice and enable trusts that are struggling to 'buddy up' with those that have highest scores. Freedom to Speak Up Index data is derived from the following four questions in the NHS annual staff survey about staff perception of feeling encouraged, knowledgeable and secure to speak up:

- % of staff responded "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 17a)
- % of staff responded "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 17b)
- % of staff responded "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 18a)

- % of staff responded "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 18b)

### Summary of FTSU cases raised between 1<sup>st</sup> April and 30<sup>th</sup> September 2019

Nationally, Freedom to Speak Up Guardians are required to record all cases of speaking up that are raised across their trusts. Recording cases helps to:

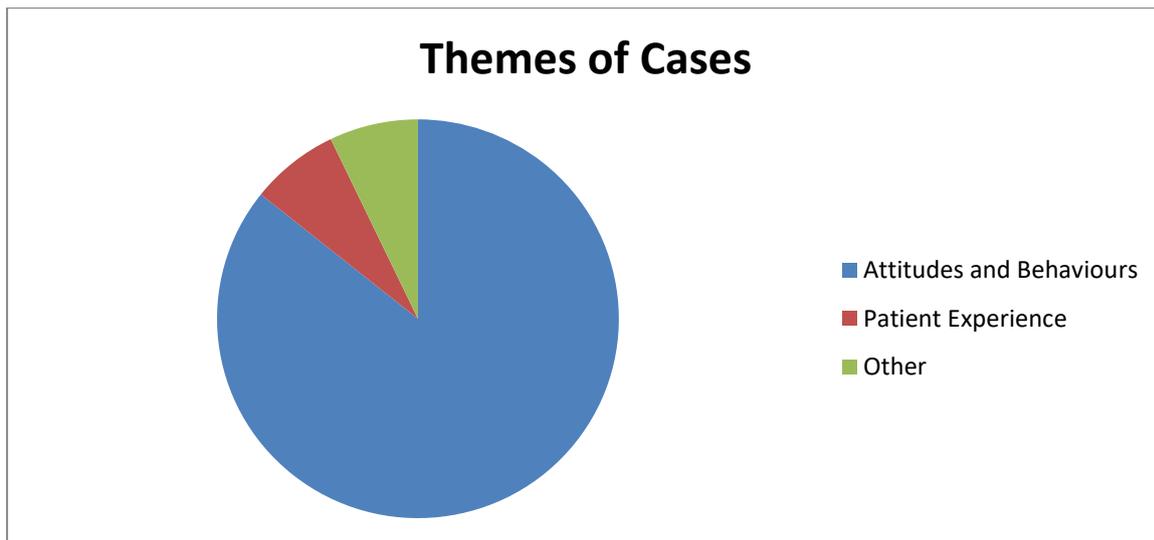
- Keep track of individual cases
- Promote consistency in handling of cases
- Provide a measure of the speaking up culture in the Trust
- Act as a source of intelligence enabling trends in, and to identify barriers to speaking up.

Each individual speaking up is counted as a **separate case** even if they are speaking about the same issue together or separately. The table below provides a summary of the themes identified, professional background of those who raised the concern and the number of cases raised from 1<sup>st</sup> April to 30<sup>th</sup> September 2019.

		Quarter 1 (April- June 2019)	Quarter 2 (July – September 2019)
<b>Total Number of cases</b>		<b>14</b>	<b>16</b>
<b>Theme</b>	<i>Attitude and Behaviours</i>	12	15
	<i>Patient Experience</i>	1	0
	<i>Other</i>	1	1
<b>Professional background of those speaking up</b>	<i>Administrative/Clerical staff</i>	12	0
	<i>Doctors</i>	1	0
	<i>Healthcare assistants</i>	1	0
	<i>Anonymous</i>	0	1
	<i>Allied Health Professionals</i>	0	1
	<i>Dentists</i>	0	1
	<i>Nurses</i>	0	13

During Quarters 1 and 2, only one case was reported anonymously; this may be an indicator of the level of trust and confidence staff have in the speaking up culture of the Trust.

The chart below summarises concerns raised during Quarters 1 and 2. The most prevalent theme occurring was 'attitude and behaviours' – out of thirty cases raised, twenty seven related to attitude and behaviours of staff.



Investigations for each case are independent, fair and objective. Recommendations are reasonable and designed to promote staff and patient safety and learning.

Quarter 1 and 2 data (above) have been submitted to the National Guardian's Office on 24<sup>th</sup> October 2019.

#### **Freedom to Speak Up Forward Plan:**

- To consider support/educational needs for managers for them to understand their responsibility and expectation of their role in recognising the need for early informal intervention in personal/team conflicts.
- To progress the Freedom to Speak Up Improvement Action Plan 2019/20.
- To develop an e-learning package for all staff; and
- To continue to promote the role of the FTSU Guardian and FTSU Champions at Trust induction, staff networks and other staff forums.

2.2 NHS organisations have been stood down from daily reporting on matters relating to a No-Deal EX Exit. Preparations still remain live and in place should a 'no-deal' scenario becomes a reality.

### **3. COMMUNICATION AND PROMOTIONAL ACTIVITY IN THE PAST MONTH**

#### **Awards**

- Our Luton Children's Rapid Response Team and our Children's Specialist Epilepsy Team won the 'Team innovation Award' and the 'Advancing Healthcare with Technology awards respectively in the Zenith Global Health Awards.
- Jo Robertson, Luton Respiratory Lead and GP Haydn Williams were selected as the regional finalists for their collaborative work for older people in the Sir Peter Carr Leadership Awards. The overall winning partnership will be announced on 11 November.

- Dr Tamsin Brown, Cambridgeshire paediatrician won the overall winner across all categories in the Forward Healthcare Awards for the affordable hearing headset she developed to help children with glue ear avoid developmental delay. The project's app, created with the Cambridge Hearing Trust and Cambridge Digital Health has been shortlisted in the UK App Awards (winners to be announced on 26 November 2019)
- JustOneNorfolk.nhs.uk was highly commended in the Forward Healthcare Awards in the 'Excellence in Communication & Engagement' category and, separately, in the Health Tech News Awards.
- The Cambridgeshire Occupational Therapy 'team within a team' initiative was a finalist in the Forward Healthcare Awards 'Specialist Services' category.
- Our Norfolk Teenage Parents Pathway has been shortlisted for the Family Support Award in the CYP Now awards (winners will be announced on 26 November).
- Michelle Pilkington, Community Matron and Specialist Dementia Nurse was joint winner in the Community Interest Luton Health Care Hero award with her counterpart at the Luton and Dunstable Hospital.
- Our iCaSH Express Test was a finalist in the Royal Society of Public Health Health and Wellbeing awards (Healthier lifestyles category)

### **Media coverage**

- Charlotte Heywood and Katrina Linsey, DynamicHealth were live on BBC Radio Cambridgeshire to raise awareness of musculo-skeletal services and how people can access these (including online).
- Colleagues from our School Aged Immunisation Service joined BBC Radio Cambridgeshire and BBC Radio Suffolk shows to promote messages and debunk myths about vaccinations.
- Members of our Luton Diabetes Team raised awareness of diabetes education Inspire FM Radio and on Three Counties Radio as part of World Diabetes Day.
- Emily Martin, Bedfordshire and Luton speech and language therapist was interviewed by Inspire FM Luton and BBC Look East promoting speech and language as well as the Talking Takes Off Project.
- Maureen Scarlett, Luton Maureen Scarlett, Community Nurse Specialist Haemoglobinopathies was filmed for a BBC Look East feature on Sickle Cell Anemia.
- Caroline Cooper and Graham McKinnon (iCaSH) were interviewed by the University of Cambridge 'Naked Scientists' radio programme about sexual health and STIs.

### **Conference speakers and publications**

- Gail Stephens, DynamicHealth, presented to the East Anglian Pelvic Health Physio Group showcasing two animations outlining what to expect and what personal issues pelvic health physios can support.

- Komal Bhuchhada, DynamicHealth physiotherapist gave a poster presentation at the Musculoskeletal Association of Chartered Physiotherapists Physiotherapy UK conference on upper limb neurodynamic tests.
- Jayne Davies, DynamicHealth clinical lead was recognised with an Outstanding Contribution Award for her leadership of the Musculoskeletal Association of Chartered Physiotherapists professional development agenda.
- Our Bedfordshire children's continence team were cited as an example of good practice in the Paediatric Continence Forum's Commissioning Guide 2019
- The work of our Children's Rapid Response Team in offering direct referrals for the under fives was promoted at the Public Health England Conference in Coventry through a poster on improving management of common childhood infectious diseases in the community.
- Professor Barbara Wilson, OBE hosted a national masterclass - 'Neuropsychological Assessment and Treatment for People with Non Progressive Brain Injury in London.

#### **Visits by national and regional leaders**

- HRH The Duke of York met Dr Tamsin Brown, Paediatrician and Dr Alison Sansome, Clinical Director to find out more about the Hear Glue Ear innovation. Dr Brown subsequently attended a Pitch@Palace networking event with like-minded entrepreneurs.
- Professor Aliko Ahmed and Dr Angelique Mavrodaris from Public Health England visited our Norfolk iCaSH and Healthy Child Programme services to hear more about the excellent services and innovation being delivered.
- Luton South MP, Gavin Shuker visited our Children's Specialist Epilepsy Team to learn more about their work after nominating them for a Parliamentary Award
- Loucia Kyprianou (Regulation Adviser) from the Nursing & Midwifery Council facilitated four workshops on the new fitness to practice process, reaching over 100 nurses across our Trust's localities.

## Annex 1:

The following represent the trusts with the highest FTSU index result for 2018, broken down by trust type:

<b>Trust type</b>	<b>Trust</b>	<b>FTSU index value 2018</b>
Community	Cambridgeshire Community Services NHS Trust	87%
Combined mental health / learning disability and community trust	Solent NHS Trust	86%
Acute Specialist	Liverpool Heart and Chest Hospital NHS Foundation Trust	86%
Acute	The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust	84%
Combined acute and community	Gateshead Health NHS Foundation Trust	83%
Combined mental health / learning disability	Surrey and Borders Partnership NHS Foundation Trust	81%
Combined mental health / learning disability	Northumberland, Tyne and Wear NHS Foundation Trust	81%
Combined mental health / learning disability	Tees, Esk and Wear Valleys NHS Foundation Trust	81%
Combined mental health / learning disability	Tavistock and Portman NHS Foundation Trust	81%
Ambulance	Isle of Wight NHS Trust (ambulance sector)	79%

## Cambridgeshire Community Services NHS Trust: Visible leadership in action

"Our transparent and open culture has been built up over a number of years and during that time we have developed a style across the organisation that puts our people first. We have a long

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standing systematic 'back to the floor' programme in place that our senior leaders prioritise each month and this visibility and approach is positively received by our staff. Additionally, it is in the DNA of the organisation for all our leaders to be out and about every week, talking and listening to staff in an informal and low-key way. We have lots of examples through these visits of our staff sharing concerns and issues and feeling very comfortable and confident to speak up.

We support our managers to be leaders and have embedded compassionate leadership into our internal development programmes and our appraisal systems and processes.

*'We support our managers to be leaders and have embedded compassionate leadership into our internal development programmes and our appraisal systems and processes'.*

We developed our values with our staff over 8 years ago and we continually check that they remain valid today through talking with our staff. Our values and agreed set of behaviours are embedded in all that we do, and we spend time and energy on making sure we encourage people to speak up if they are concerned about anything. How our staff speak up is entirely up to them, there is never a wrong way. We are explicit at induction about

them never worrying about telling the wrong person the most important thing if they are concerned about anything is to tell someone! They can raise concerns informally or formally and we work with them directly to agree how they wish their concern to be handled.

They can speak with their line manager; another member of their team; contact our Freedom to

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Speak Up Guardian or one of our Freedom to Speak Up Champions; link with our full-time staff side chair; speak with one of our Cultural Ambassadors or share directly with our Chief Executive or another member of our Executive team and we have lots of examples of when our staff have done this. We always provide feedback to individuals who raise concerns so that they are assured and confident that their issue/s have been dealt with. We

also deal with concerns anonymously if requested to do so - the most important thing for us is that the concern is being heard and acted upon.

We are very proud of our annual national staff survey results and have seen year on year improvements. We focus on a small number of improvement areas each year rather than everything and through the results our staff have fed back that they feel secure in raising concerns; that they are confident that we would deal with these and that they feel engaged and valued. We continue to make further improvements to ensure that we are an excellent employer and one of the NHS Best Places to Work."

*'We are explicit at induction about them never worrying about telling the wrong person the most important thing if they are concerned about anything is to tell someone!'*