



Report Cover Sheet

Report to:	Trust Board	
Date of the Meeting:	24 July 2019	
Agenda Item:	P1/144/19	
Title:	Freedom to Speak Up Report Quarter 1 from 1 st April 2019 to 30 th June 2019	
Report prepared by:	Linda M Morris, Local freedom To Speak Up Guardian	
Executive Lead:	Sheila Lloyd, Executive Lead/Angela Wendzicha, Associate Director of Corporate Governance / Lead Guardian	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	Freedom To Speak Up Group Quality Committee
Date & Decision:	4 June 2019 17 July 2019, Noted

Purpose of the Paper/Key Points for Discussion:	To provide assurance that the Freedom To Speak Up process is being utilised, monitored and appropriate actions i.e. investigations, are being conducted when applicable.
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Action Required:	Discuss	
	Approve	
	For Information/Noting	X

Next steps required	Continue to promote Freedom to Speak Up in line with the Strategy
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally		Collaborative system leadership to deliver better patient care	
Retain and develop outstanding staff	X	Be enterprising	X
Invest in research & innovation to deliver excellent patient care in the future		Maintain excellent quality, operational and financial performance	X

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	X
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	X
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	

Equality & Diversity Impact Assessment		
Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		X
Disability		X
Gender		X
Race		X
Sexual Orientation		X
Gender Reassignment		X
Religion/Belief		X
Pregnancy and Maternity		X

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

**The Clatterbridge Cancer Centre NHS Foundation Trust Freedom to Speak Up (FTSU) Report Quarter 1
1st April 2019 to 30th June 2019**

DATES	NO OF CASES REPORTED	NATURE OF CONCERN RAISED	OUTCOME
2 nd May 2019 (Q1 C1 2019)	1	Patient's letter asking to transfer her care caused the consultant concern because of the wording of the letter.	The Consultant sought advice from FTSU Local Guardian and met with the patient. Following clarification from the patient about what she meant in her letter and was reassured that no further action was required.
19 th June 2019 (Q1 C2 2019)	1	Concerns raised about a Manager's behaviour towards the member of staff in front of colleagues	Member of staff has been advised of the options available through the existing HR processes. At this moment they are considering mediation and will advise the FTSU Guardian if further action required.
26 th June 2019 (Q1 C3 2019)	1	Member of staff raised concern about how they were being managed following a period of absence.	This has been resolved by Workforce and OD with the support of the Cheshire Wirral Partnership (CWP) staff counsellor and Occupational Health Doctor.
30 th June 2019 (Q1 C4 2019)	1	Concern raised about a member of staffs' attitude and behaviour towards colleagues. Consulted a FTSU Local Guardian for advice on how to deal with this matter.	FTSU Guardian has outlined the options available to the members of staff. It is agreed that the members of staff will make an appointment together to speak to their line manager and try to resolve the matter informally. They will feedback to the FTSU Local Guardian.
30 th June 2019 (Q1 C5 2019)	1	Concern raised about a member of staffs' attitude and behaviour, towards colleagues. Consulted a FTSU Local Guardian for advice on how to deal with this matter.	As Above as Case 4 and 5 raised together but reported as individual cases.

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Outcome of cases raised in previous Quarters

- **Q3 C1 2018**

A concern was raised about the behaviour of a Senior Manager

The case was investigated under the Respect For Each Other (Preventing Bullying and Harassment in the Workplace) Policy. The outcome was the grievance was upheld, which resulted in a number of actions being taken relating to training and review of structure.

The individual who raised the concern has received counselling support.

Feedback

Would recommend the Freedom To Speak Up process – 100% support from the FTSU Guardian throughout the process.

The individual had confidence in the investigator however, the administration of the investigation process took too long

Lack of consistency with in the administrative support (too many people handling the case)

Communication regarding updates poor.

Lessons Learnt

Dedicate one person to be the case manager to enable the person who has raised the concern, to gain trust and confidence in them and the process.

In order to reduce any additional stress on the individual, the case manager to work towards a realistic time line so that the process does not become protracted

The case manager to keep the individual updated on progress and to check how the individual is coping during the investigation process.

**The Clatterbridge Cancer Centre NHS Foundation Trust Freedom to Speak Up (FTSU) Report Quarter 1
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- **Q4 C2 2019**

A concern was raised about the unacceptable behaviour of a Senior Manager

The case was investigated under the Respect For Each Other (Preventing Bullying and Harassment in the Workplace) policy

The Outcome was the grievance was partly upheld, the departmental structure to be reviewed, appropriate leadership development for the management team and appropriate action taken against the manager.

The individual who raised the concern has been offered counselling support.

Feedback

I would speak to the Freedom To Speak Up Guardian again I received 100% support from the FTSU Guardian from start to finish.

The individual had confidence in the investigator

The investigation process took too long which added to my stress

Lack of consistency with in the administrative support (too many people handling the case) my trust in the confidentiality of the process was tested.

Communication was not proactive, I had to call or email for updates, and no one checked how I was coping with the situation except the FTSU Guardian.

Improve the visibility of the FTSU service; don't hide it away on a noticeboard at the rear of the building.

Lessons Learnt

Dedicate one person to be the case manager to enable the person who has raised the concern, to gain trust and confidence in them and the process.

The case manager to work towards a realistic time line so that the process doesn't become protracted – This would be less stressful for the person who has raised the concern

The case manager to keep the individual updated on progress and to check how the individual is coping during the investigation.

**The Clatterbridge Cancer Centre NHS Foundation Trust Freedom to Speak Up (FTSU) Report Quarter 1
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Consolidation of Cases from 1st April 2018 to 31st March 2019

- Number of cases raised – 14
- Number of cases raised anonymously 4

- **Nature of concerns raised:**
 - Patient Safety – 1
 - Bullying & Harassment (B&H) – 9
 - Fraud – 2
 - Absence Management -1
 - Management Behaviour (Not B&H) – 1

Report prepared by: Linda M Morris Local Freedom To Speak Up Guardian 03/07/19