Freedom to Speak Up
Guardian

NHS
National Ambulance Network

"Speak Up or Put Up!"

Freedom to Speak Up
National Ambulance Network
20 March 2019

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Freedom to Speak Up Timeline

- Mid Staffs Review – Feb 2013

- FTSU Review – Feb 2015

- NGO – Oct 2016

- NAN – Nov 2016

Themes and Principles from the FTSU Review

Culture
Principle 1 – Culture of safety
Principle 2 – Culture of raising concerns
Principle 3 – Culture free from bullying
Principle 4 – Culture of visible leadership
Principle 5 – Culture of valuing staff
Principle 6 – Culture of reflective practice

Handling Cases
Principle 7 – Raising and reporting concerns
Principle 8 – Investigations
Principle 9 – Mediation and dispute resolution

Extending the legal protection
Principle 20 – Legal Protection should be enhanced

Measures to support good practice
Principle 10 – Training
Principle 11 – Support
Principle 12 – Support to find alternative employment in the NHS
Principle 13 – Transparency
Principle 14 – Accountability
Principle 15 – External review
Principle 16 – Coordinated Regulatory Action
Principle 17 – Recognition of organisations

Measures for vulnerable groups
Principle 18 – Students and trainees
Principle 19 – Primary Care

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Data collected by the NGO

- The total number of cases raised to FTSU Guardians, Champions, Ambassadors etc. in your organisation in total during the reporting period.

  - *Each individual speaking up should be counted as a separate case even if they are speaking up about the same issue.*

Data collected by the NGO

- The number of cases raised anonymously.

  – *Where the individual speaking up is unwilling to reveal their identity to you or to others. The number of anonymous cases received may be an indicator of the level of trust workers have in the speaking up culture in the organisation.*

Data collected by the NGO

- The number of cases with an element of patients safety/quality.

    – *Any case that includes elements that may indicate a risk of adverse impact on patient safety or the quality of care.*

Data collected by the NGO

- The number of cases with an element of bullying or harassment.

  - *Any case that includes an element of bullying or harassment. Where the individual raising the case believes that there is an element of bullying or harassment then the case should be recorded in this category.*

Data collected by the NGO

- The number of cases where an individual feels they have suffered detriment as a result of speaking up.

  - *Detriment can be described as any treatment which is disadvantageous and/or demeaning and may include being ostracised, given unfavourable shifts, being overlooked for promotion or being removed from a team etc.*

Year 1 - National FTSU data

Between 1 April 2017 and 31 March 2018:

7,087 cases were raised to Freedom to Speak Up (FTSU) Guardians in NHS trusts and foundation trusts.

The number of cases raised each quarter over the year increased:

Quarter	Number of cases
Q1 (April – June '17)	1,447
Q2 (July – Sept '17)	1,515
Q3 (Oct – Dec '17)	1,939
Q4 (Jan – Mar '18)	2,186
Total	**7,087**

Year 1 - National FTSU data

2017/18 data headlines

- **2,266** (32%) cases included an element of patient safety/quality

- **3,206** (45%) cases included an element of bullying/harassment

- **1,254** (18%) cases were raised anonymously

- **361** (5%) cases indicated that detriment as a result of speaking up may have been involved

- **6** NHS trusts either did not make a return or reported that they received no cases through their Freedom to Speak Up Guardian in all four quarters.

Year 1 - NAN FTSU data

Total number of concerns reported by Ambulance Trusts
(1st April 2017 – 30 March 2018)

Trust	Concerns
YAS	56
WMAS	19
SWAS	
SECAmb	3
SCAS	
NWAS	47
NEAS	7
LAS	7
EEAS	23
EMAS	25
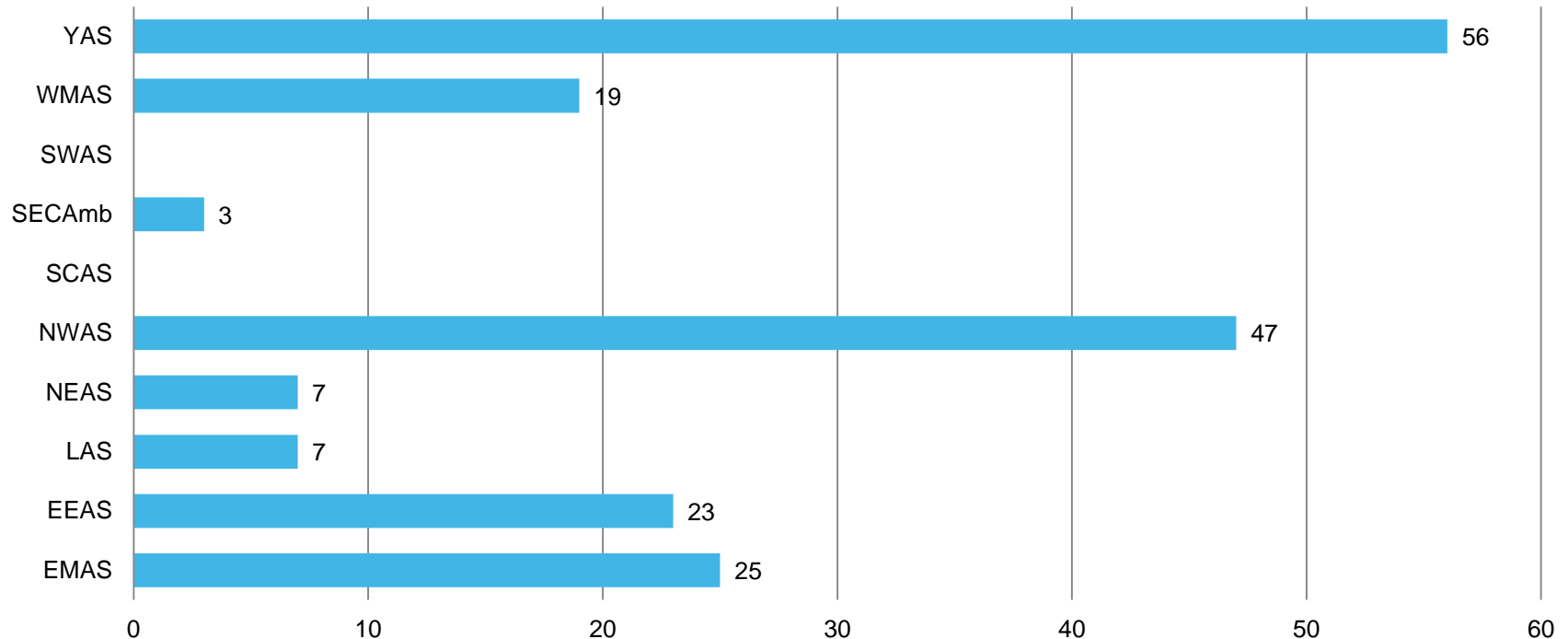
Year 1 - FTSU data

Category	National (%)	Ambulance (%)
Total	**7087**	**187**
Anonymous	**1,254** (18%)	**23** (12.3 %)
Patient Safety	**2,266** (32%)	**53** (28.3 %)
Bullying or Harassment	**3,206** (45%)	**63** (33.6 %)
Detriment	**361** (5%)	**14** (7.5 %)

NAN FTSU data

Category	Year 1 (%)	Year 2 (%) to date…
Total	**187**	
Anonymous	**23** (12.3 %)	
Patient Safety	**53** (28.3 %)	
Bullying or Harassment	**63** (33.6 %)	
Detriment	**14** (7.5 %)	

NAN FTSU data

Category	Year 1 (%)	Year 2 (%) to date…
Total	**187**	**256**
Anonymous	**23** (12.3 %)	**33** (12.8 %)
Patient Safety	**53** (28.3 %)	**55** (21.5 %)
Bullying or Harassment	**63** (33.6 %)	**117** (45.7 %)
Detriment	**14** (7.5 %)	**16** (6.2 %)

Tackling Bullying in Ambulance Trusts
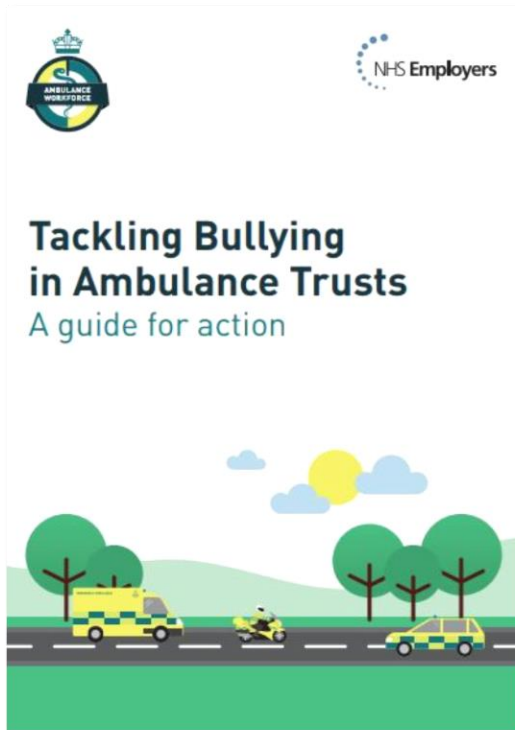
NHS Employers - Published November 2018

Bullying – *"the unwanted behaviour, one to another, which is based upon the unwarranted use of authority or power"*

Tackling Bullying in Ambulance Trusts

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"…and while each ambulance trust may have their own local definition, it is important for us to agree that there are behaviours which may fall outside of the definition but this does not diminish the impact on staff."

Insight into ill-treatment in the workplace

Insight
into ill treatment in the British workplace

Insight into ill-treatment in the workplace:
patterns, causes and solutions
Ralph Fevre, Duncan Lewis, Amanda Robinson and Trevor Jones

- Unreasonable management behaviours

- Incivility & Disrespect behaviours

Independent Reporting

THE
ANDREA ADAMS CONSULTANCY
Equality and Diversity Training Specialists

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London Ambulance Service
Bullying and Harassment Review

Report prepared by Alison Twist

Independent Reporting

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Bullying & Harassment at Sout
Coast Ambulance NHS Found
Trust: An Independent Rep
Commissioned by

South East Coast Ambular

July 2017

Professor Duncan Lewis

Plymouth University & Longbow Associa

Workplace Culture at

Southwestern Ambulance NHS
Foundation Trust.

An Independent Report
Commissioned by

NHS
South Western
Ambulance Service
NHS Foundation Trust

in partnership with

UNISON

October 2018

Professor Duncan Lewis

Plymouth University Business School

&

Longbow Associates Ltd

National Ambulance Network

- Why is the culture in the Ambulance service so different?

- Is it different?

- Do unstable Boards/senior level changes play a part?

- Can this culture be changed?

- What needs to happen?

National Ambulance Network

- Representation from all 10 UK ambulance trusts

- Quarterly meetings hosted by each trust

- We meet with the CEO/NED/ED from each of the hosting trusts

- Buddy system in place for support

- Case studies using action learning sets

- National involvement in mental health/Resilience for reporters/guardians (T.Simpson EMAS)

National Ambulance Network

- 2 x co-chairs
- 3 full time guardians/ 7 with dual roles.
- NAN representation at:
- NHS Expo 2018
- National Ambulance BAME conference 2018
- National Ambulance LGBT conference 2018

National Ambulance Network

It is important to emphasise that we are all very different organisations, with different cultures & different ways of working. Our role is key in supporting culture change, but we cant do this in isolation.

2018 NHS Staff Survey

- Q 16c : The last time you saw an error, near miss or incident that could have hurt staff or patient/service user, did you report it?

- Q 17a : My organisation treats staff who are involved in an error, near miss or incident fairly.

- Q 17b : My organisation encourages us to report errors, near misses or incidents.

- Q 18a : If you were concerned about unsafe clinical practice, would you know how to report it?

- Q 18b : I would feel secure raising concerns about unsafe clinical practice

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