



Wider Social Partnership Forum

Freedom to speak up/Freedom to improve West Suffolk NHS Foundation Trust

1. Our Organisation

West Suffolk NHS Foundation Trust (WSFT) serves a predominantly rural geographical area of roughly 600 square miles with a population of around 280,000. The main catchment area for the Trust extends to Thetford in the north, Sudbury in the south, Newmarket to the west and Stowmarket to the east.

Our hospital provides a range of acute core services with associated inpatient and outpatient facilities. With a turnover of £211m, we are one of the largest employers in Suffolk, employing around 2,997 whole time equivalent staff.

We have an excellent teaching and research base. Our undergraduate, delivered jointly with Cambridge University, and post-graduate medical education programmes are popular and achieve consistently excellent results. They underpin our ability to attract high quality clinicians which in turn underpins the high quality of care we provide. We must sustain and improve such programmes and further develop clinical leadership.

- Rated overall as 'Good' by the Care Quality Commission (CQC) and rated 'Outstanding' for care
- Good Friends and Family scores – consistently above national average scores for inpatients, outpatients, emergency department (ED) and maternity services
- 2016 national staff survey ranks West Suffolk Hospital as one of the region's best with the Trust's score in the highest (best) 20% when compared with trusts of a similar type

- Top hospital for quality of care 2011 and 2012 and shortlisted in 2013, 2014 and 2015, awarded by independent healthcare intelligence company CHKS

These accolades are a testament to the professionalism and dedication of all our staff, clinical and non-clinical, who strive to provide the best possible services for our patients.

2. Our Challenge and Actions

Last year's NHS staff survey showed that our staff were reluctant to come forward to report incidents of bullying and harassment and therefore jointly with Trade Unions we agreed the following action plan. In addition the CQC had highlighted in March 2016 a bullying culture in one of the Trust's clinical departments which had already been jointly identified by the Trust and trade unions

Staff Survey 2015 Action Plan

Key Factor	Commentary	Action Plan
KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse	The Freedom to speak up / to improve campaign was introduced in at the Trust Leadership Summit in December 2015. The campaign has been put in place to encourage staff to speak up if they see poor behaviour or safety issues.	<ul style="list-style-type: none"> • One of the main points in the campaign is to encourage staff to speak up when they see bullying or rudeness. • Provides advice on how to deal with this behaviour on a one to one level. • All managers are Freedom to Speak Up guardians to encourage staff to raise issues with their or any other manager within the Trust. • The option exists for Staff to raise issues with Trusted Partners or Trade Union representatives • Senior Managers are very visible and approachable • The Trust's Patients First values to be fully embedded into the employment life cycle • To drive the BUILD and ABC model through the trust's leadership programmes • Exit interviewing and monitoring turnover • Further promote the 'Care First' helpline for staff

Bullying Culture

Following the CQC visit the Trust put in place a development programme to address management styles in a clinical department identified in the CQC report :-

- A leadership development day for band 7 staff using the BUILD model
- Full time Officer from the RCM ran a workshop for staff looking at behaviours in the workplace and their potential impact on others. This was a study day developed by the RCM.

Other actions

- Commitment and payment for mediation where the Trust and individuals involved both agreed this could result in amicable outcome
- Partnership working – Trade unions have been working closely with directors, senior managers and HR to address the bullying culture
- High profile senior clinical/managerial dismissals solely due to bullying demonstrates support for staff who raise concerns/encourages others.

3. Impact

NHS Staff Survey Results

KF27. Percentage of staff / colleagues reporting most recent experience of harassment, bullying or abuse:

- 2015 = 25%
- 2016 = 51%

Increased use of Care First

The Annual report of Care First – 1st Feb 2016 to 31st January 2017 has demonstrated a 256% increase of use. This usage represents a 12% annual usage against headcount which demonstrates great awareness across the Trust. Work related issues represented 50 contacts and out of those contacts there were four contacts regarding bullying and harassment. Personal issues there was 121 contacts.