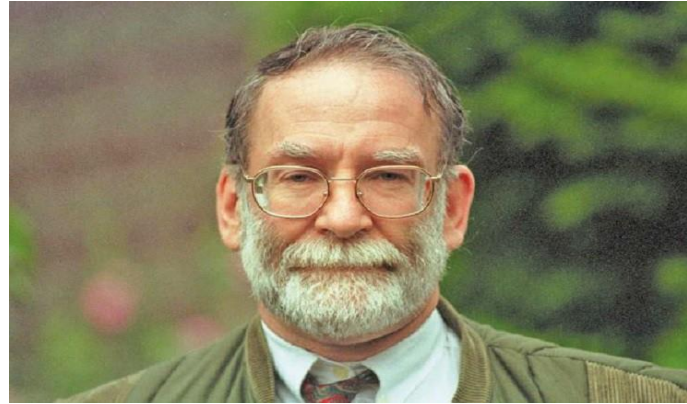


‘Being Open’- what does this mean for culture and workforce professionals



Apprehension, uncertainty, waiting, expectation,
fear of surprise, do a patient more harm than any
exertion.

(Florence Nightingale)



NHS
The Shrewsbury and
Telford Hospital
NHS Trust

University Hospitals
of Morecambe Bay
NHS Foundation Trust



*“Pay attention to the whispers,
so we won’t have to listen
to the screams”*

- Cherokee Proverb



2015

Freedom to speak up

An independent review into creating an open and honest reporting culture in the NHS



Freedom to Speak Up Guardians

- The National Guardian Office established (2016)
- The appointment of a FTSU Guardian becomes a requirement of the NHS Standard Contract (2016)
- Last year over 7,000 cases were raised via FTSU Guardians
- More cases (2,223, 31% of the total) were raised by nurses than other professional groups.
- 32% of cases included an element of patient safety /quality
- 45% of cases included an element of bullying/harassment
- Freedom to Speak Up has been incorporated into the 'well-led' domain of CQC inspections and influences the rating of organisations

Compassionate leadership enables an open culture where staff 'speak up'.

It is proactive in preventing bullying and promotes positive working relationships

Compassionate and Collective Leadership

“a consistent approach...characterised by authenticity, openness, curiosity, kindness, appreciation and, above all, compassion” (West, et al, 2014)

Caring to Change

West et al, 2017. The King's Fund

Four components of compassionate leadership are;

- ▶ **Attending:** attention is vital for ensuring the key challenges staff face are clearly identified and dealt with.
- ▶ **Understanding:** Compassionate leaders work in conjunction with staff to make sense of, and understand the challenges they face. This should not be hierarchical and directive, but engaging and supportive.
- ▶ **Empathising:** When leaders empathise with those facing problems at work, they experience some measure of the frustrations, anxieties and pain of others. Thus providing motivation to offer practical support to change the situation.
- ▶ **Helping:** Taking thoughtful, intelligent action to help, that engages and involves staff.

NHS Staff Comments/Perceptions Regarding HR

- ▶ *“HR are just there to protect the organisation..... no matter what!”*
- ▶ *“HR give inconsistent messages.... Don’t think they understand their own policies”*
- ▶ *“They are too policy driven.... They forget we are people!”*
- ▶ *“HR are in with all the managers... they always slide with management”*
- ▶ *“HR did not communicate with me or give any feedback.... I did not know what was happening or who to trust!”*
- ▶ *“HR hide behind policies and cover-ups”*
- ▶ *“HR/Management are corrupt, they are not open or transparent with the staff”*

Promoting Open, Civil, Compassionate Cultures is Vital for Staff and Patient Wellbeing

Civil work environments matter because they reduce errors, reduce stress and foster excellence.

Dr Chris Turner, Civility Saves Lives

What happens when a colleague is rude to you at work?

- **Recipient-** 61% reduction in cognitive ability
- **Bystanders-** 20% reduction in cognitive ability and 30% less likely to help others
- **Patients & relatives-** 73% reduction in net promoters of your organisation
- **The team-** overall reduction in cognitive capacity and creativity. On average, worse outcomes across all clinically significant measures.

“Let whoever is in charge keep this simple question in her head (not, how can I always do this right thing myself, but) how can I provide for this right thing to be always done?”

Florence Nightingale

We must care for our staff, so they can care for patients.

Thank you, Helené