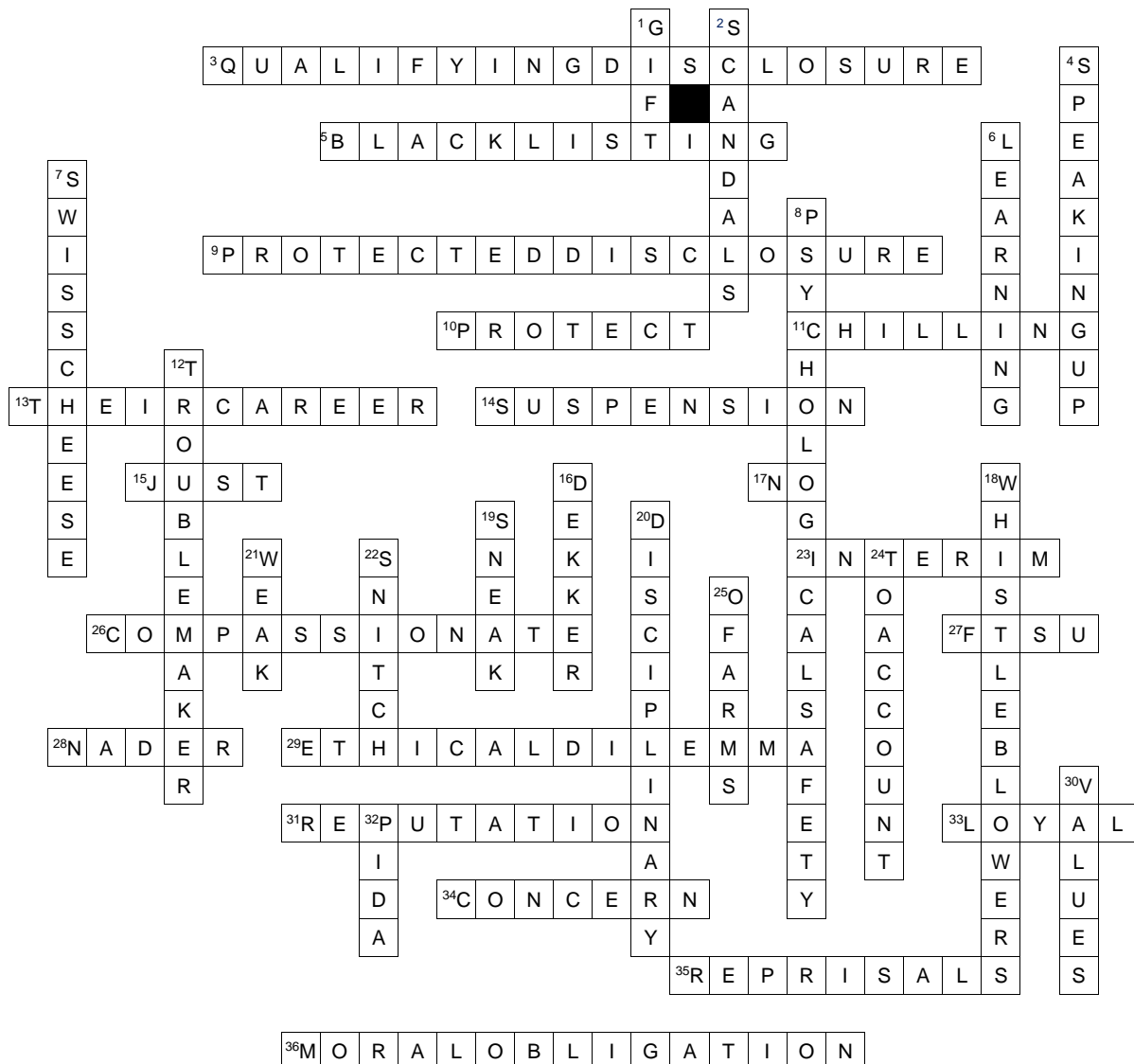


Glimpses of NHS Whistleblowing Terrain



The question marks have been inserted as temporary aids to facilitate electronic entry of the first letter for each clue - they are normal font (Arial font size 8), whereas the numbers are superscript. Replace the question mark with the first letter of each answer.

Across

3. Legal term for (loosely speaking) a concern related to: danger to health or safety; cover up; criminal offence; failure to comply with legal obligation; environmental damage; or miscarriage of justice - raised by a worker who has a reasonable belief that raising it is in the public interest (10,10)
5. Unofficial process in which whistleblowers are debarred from employment in their chosen field (12)
9. A qualifying disclosure which meets additional legal criteria relating to its content and method of disclosure (9,10)
10. Current name of charity formerly known as 'Public Concern At Work' (7)
11. Adjective describing the effect on speaking up culture of retaliation against whistleblowers (8)
13. One of the things which workers may put at risk if they speak up (5,6)

Down

1. Analogy sometimes used in training material for a concern raised with NHS managers, guiding how they should respond (4)
2. What can be avoided, or their impact reduced, if organisations listen and respond properly to staff who raise concerns? (8)
4. Term for raising concerns preferred by National Guardian Office (8,2)
6. Educational activity, as opposed to blaming, embodied in title of 2015 UK government response to three reports on patient safety (8)
7. A theoretical model devised by James Reason which illustrates how a layered approach supports safety, but fails if systemic weaknesses align (5,6)
8. Belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes (13,6)

- 14.** Sadly, often the first stage of formal response by NHS managers and HR departments to staff who have raised patient safety and related concerns (10)
- 15.** A culture of trust, learning and accountability (4)
- 17.** Do national staff surveys provide assurance that NHS staff are confident they will be safe if they speak up? (2)
- 23.** A temporary relief, which must be claimed within 7 days after dismissal, preserving employment pending employment tribunal decision on claim for unfair dismissal (7)
- 26.** Type of leadership, with moral compass directional provenance, advocating attending, understanding, empathising and helping (13)
- 27.** Abbreviation for 'independent review into creating an open and honest reporting culture in the NHS' published in 2015 (4)
- 28.** American activist credited with coining the term whistleblower (5)
- 29.** A difficult situation in which staff may find themselves when considering if and how to raise concerns (7,7)
- 31.** Problems arise when organisations place this above the truth or treating those raising concerns well and fairly (10)
- 33.** Insightful adjective to describe a healthcare professional who raises patient safety concerns (5)
- 34.** A troubling matter which needs to be raised with someone who may be able to take effective action to resolve it (6)
- 35.** Retaliatory actions (9)
- 36.** NHS responsibility to support staff whose performance is sound but who have suffered as a result of speaking up (5,10)
- 12.** Flawed perception of a conscientious worker who speaks up (12)
- 16.** Author of Just Culture: Restoring trust and accountability in your organization (6)
- 18.** Colloquial term for people who report concerns in the public interest, e.g. patient safety issues (14)
- 19.** Derogatory whistleblower synonym, grossly inappropriate and misleading when applied to healthcare professionals and others who raise valid concerns in the public interest (5)
- 20.** Entirely wrong, but sadly not uncommon, type of action taken by some employers against employees who raise valid concerns (12)
- 21.** Widely-acknowledged description of UK legislation which in theory, if not in practice, is supposed to protect workers who make protected disclosures (4)
- 22.** Inappropriate term sometimes wrongly used for whistleblower - rhymes with witch (6)
- 24.** How should people who harm whistleblowers be held? (2,7)
- 25.** An inequality typically faced by individuals pursuing employment tribunal claims of detriment / unfair dismissal after raising concerns in the public interest (2,4)
- 30.** Principles espoused by organisations to describe fundamental beliefs and expected employee behaviour (6)
- 32.** Public Interest Disclosure Act (abbreviation) (4)