

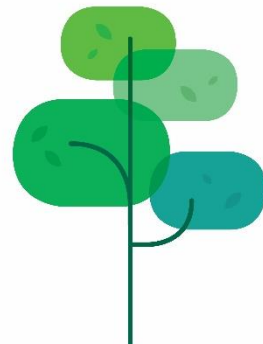
Freedom to Speak Up

Afsana Aslam

Freedom to Speak up Guardian

Inspected and rated

Good



Purpose

- This paper is a six monthly report to inform the Board of Speaking up cases within the Trust, provide an overview of emerging themes and actions being taken to lessen the occurrence.
 - This paper contains key finding and the impact of Covid-19, national developments, and developments within the Trust in response
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Acronyms

FTSU – Freedom to Speak Up

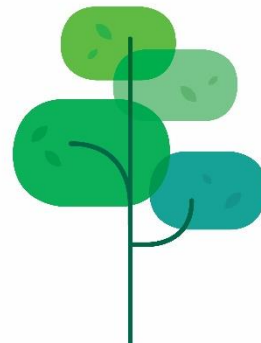
FTSUG – Freedom to Speak up Guardian

NGO – National Guardians Office

PPE – Personal Protective Equipment

HR – Human Resources

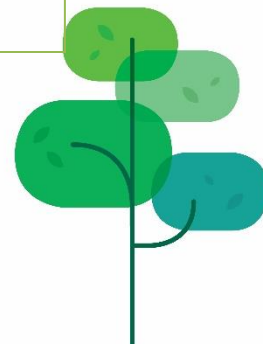
OD – Organisational Development



Concerns raised

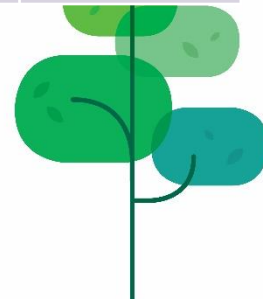
- A total of 91 cases in 2019/2020.
- **Q1 April – June 2020** there have been twenty-one FTSU cases, a 90.9% increase on Q1 2019/2020.
- Thirteen of the cases in Q1 2020/21 are linked to covid-19.
- **Q2 July – Sept (21st) 2020** there have been 10 FTSU cases, with four linked to Covid – 19
- Seven cases raised openly and twenty-five cases raised confidentially with the FTSU Guardian while remaining anonymous to the Trust, two cases were raised anonymously.
- There are three open cases, two are linked to individual employment cases.

Month	No. of concerns	Covid – 19 related
January	14	0
February	8	0
March	7	0
April	6	4
May	5	4
June	10	5
July	5	3
Aug	3	1
Sept	2	0
Total	34	17



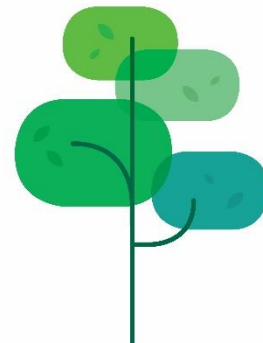
Themes by Division

Division/Theme	Covid – 19						Culture and leadership			
	PPE	Infection control	Staff safety	Return to work	Support for vulnerable groups	Leadership	Incivility	Attitudes and behaviour	Equality and Diversity	Bullying and harassment
Medicine		1	1			1	2	2	1	1
Surgery					2	1		1		2
Urgent and Emergency care					4					
Women and Children				1						
Diagnostics and Outpatients	1									
unidentified	1		1	1	3	1		2		



Themes by Division

Division/Theme	Individual HR Concern		
	Attitudes and behaviour	Policy and practice	Bullying and harassment
Medicine	1		
Surgery			
Urgent and Emergency care			
Women and Children			
Diagnostics and Outpatients			
unidentified	2	2	1



Building on our success National

FTSU index report

- The second national freedom to speak up Index report has been published in July 2020. SFH continues to demonstrate in developing a positive speaking up culture.
- In 2019 identified as one of the Trusts who had made significant improvements and ranked at 92/228 trusts across the country at 79%.
- This year we continue to make improvements and rank at 89/228 at 79.9
- If we compare SFH to the 84 acute trusts we are within the top 25%
- If we compare to those in the easy midlands region we rank first.

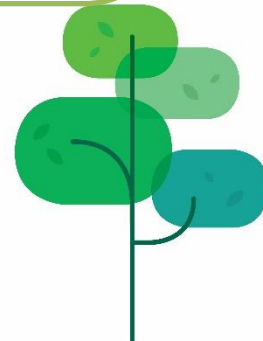
National Guardians office [case review of Whittington Hospital](#), has highlighted opportunities for learning, these include;

- Review resource allocated to the FTSUG role
- A need to review the FTSU policy when the national guidance is published in autumn 2020
- To promote a clear understanding and remit of the role of the guardian.
- Ensure adequate wellbeing support is in place for those with speaking up responsibilities – in particular Freedom to Speak up Champions

Still more to do...

“Nothing ever happens, I’m speaking up and I know It still wont change anything”

**Staff member at SFH,
July 2020**



Building on our success

Processes

Improving data collection:

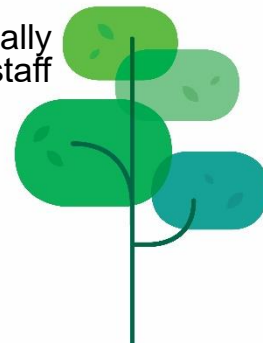
Supporting the development of a cultural heat map, which will provide an overview of complaints/concerns raised by staff. This will allow the Trust to identify "hotspots" and respond and put in place the right interventions.

Considering the recent briefing published by [NHS providers on addressing racial inequalities in the NHS](#) from a FTSU view point, we need to;

1. Collect equality data of staff reporting concerns, this will help to inform WRES and bring EDI into the FTSU conversation
2. Establish stronger links with EDI in SFH culture and leadership programmes
3. Build and support the establishment of staff networks/forums to providing a platform for referrals between FTSU and staff networks
4. Include EDI topic into FTSU induction/training
5. Recruitment of champions, representation of vulnerable groups
6. Link FTSU month and Black History Month Celebrations

Facilitated meetings

HR and OD teams to look at informal means of mediation support for staff, addressing issues informally and 'off the record' to enable a fast response and 'business as usual' speaking up system whereby staff can raise issues informally to resolve them before they reach a formal process or FTSU issue.



Building on our success

Staff engagement

Speak Up Month Activity

Supporting the national Alphabet campaign which will be using the 26 letters of the Alphabet to describe share what it means to speak up, from Accountability to Zero tolerance. We will launch the FTSU Champions and host a number of “we are listening” sessions both on MS Teams and Face to Face where possible. Activity will be supported by champions.

Engagement

Continue to engage with staff through online platforms, MS Teams and Twitter, increasing visibility of the Freedom To Speak Up champions and offering “we are listening” sessions .

Freedom to Speak up Champions

Supporting to make Freedom to speak up part of everyday conversation– Attending orientation days, management training programmes, and representing Freedom to Speak Up at meetings.

Case study

A number of opportunities to create case studies which will allow for organisational learning to be shared in other areas of the Trust when addressing concerns. Examples include EAU, Sconce Ward, Rheumatology.



Keeping Focused FTSU Strategy

A draft Freedom to Speak Up Strategy and has development in line with the Trust objectives, and was presented at the People, OD and Culture Committee on 28 September 2020.

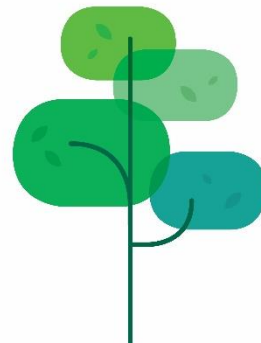
Objectives:

- ✓ Creating the right conditions for all our staff to speak up
- ✓ Enabling our leaders to connect with staff and be responsive
- ✓ Take learning and improve the quality of services for staff and patients

FTSU Draft Strategy



Microsoft Word
Document



Speak Up Strategy 2020/21

The Freedom to Speak up strategy sets out the overarching commitment to embed a speak up culture across the organisation



Sherwood Forest Hospitals
NHS Foundation Trust

The Speak up Strategy sets out the Freedom to Speak up focus over the next year.				
Element	Speak up key objectives	What will success look like	How will we achieve it	How will we measure success
<p>To provide outstanding care to all patients</p> <p>To promote and support health and wellbeing</p>	<p>Creating the right conditions for our staff to speak up</p>	<p>Establish a structured delivery plan that is inclusive to all staff and continue to see a rise in the percentage of staff reporting a positive speaking up experience.</p>	<ul style="list-style-type: none"> Implementing the NGO training guidance for managers. Working with HR/OD/PS to promote a 'business as usual' fast response to mediation needs at the trust Focused engagement with staff who identify with protected characteristics 	<p>Continue to improve position on the FTSU index</p> <p>Feedback on the speak up process</p> <p>20% increase in speak up champions.</p> <p>Increase in number of concerns raised.</p>
<p>To maximise the potential of our workforce</p> <p>To continuously learn and improve</p>	<p>Enabling our leaders to connect with staff and be responsive</p>	<ul style="list-style-type: none"> Working towards a culture that supports FTSU at every level, ensuring FTSU is part of the toolbox when engaging with <u>staff</u>, forming a culture that encourages conversations between every level, Board, executives and staff. 	<ul style="list-style-type: none"> Implementing the NGO training guidance. Compelling communications campaign with defined key messages 	<p>Development of case studies</p> <p>Reduction of concerns relating to leadership and management style, bullying and harassment</p> <p>Staff survey</p>
<p>To achieve better value</p>	<p>Implementing learning from concerns raised and improve the quality of services for staff and patients</p>	<ul style="list-style-type: none"> Influence policy and practice through sharing key learning from internal case and the NGO case reviews, ensure our systems are robust and effective in managing concerns effectively and implementing lessons learned. 	<ul style="list-style-type: none"> Share high level these and case studies with Board every 6 months and at the Governance council annually. Take action and imbed learning from NGO case reviews. Use the cultural heat map to identify areas that require support and drive change 	<p>Feedback on speaking up process.</p> <p>Contribute to NGO 100 voice campaign</p> <p>Active attendance at Regional and National NGO meetings</p>
Potential risk		How the risk might arise		How the risk is being mitigated
<p>Lack of engagement from <u>leaders</u>/management as well as staff, preventing the opportunity to optimise the experience and needs of our staff.</p>		<p>Failure to communicate aims and objectives of the Strategy resulting in lack of understanding, interest of staff across the Trust. Seen as a standalone initiative and not part of the wider offer. Fear of reprisal.</p>		<p>High visibility and communication of the FTSU portfolio, supported by leadership</p> <p>Increased engagement and sharing of case studies to build confidence.</p>

Recommendations and actions

- The Board is asked to receive assurance from the report regarding the Freedom to Speak up agenda.
- Consider and approve the FTSU Strategy.

