

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

FREEDOM TO SPEAK UP (FTSU) QUARTERLY REPORT QUARTER (Q) 1 2019/20

Presented by	Karen Dawber – Chief Nurse		
Author	Laura Jones – Head of clinical Information Systems and Deputy Freedom to Speak up Guardian		
Lead Director	Karen Dawber – Executive Lead for FTSU		
Purpose of the paper	This paper provides assurance to the Board of Directors in relation to the conduct and outcome management of the Freedom to Speak Up arrangements in the Trust		
Key control	This paper is a key control for the strategic objectives to provide outstanding care for patients and to be in the top 20% of NHS Employers		
Action required	For decision		
Previously discussed at/informed by	Details of any consultation - None		
Previously approved at:	Committee/Group	Date	
	Quality Committee	25.09.19	
	Workforce Committee	25.09.19	

Key Options, Issues and Risks

This paper provides the 2019/20 quarterly update for the Board of Directors on Freedom to Speak Up (FTSU) at Bradford Teaching Hospitals.

Analysis

This paper describes the number of FTSU concerns that have been raised during Q1 2019/20 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.

In addition the report includes details on the National Guidelines on FTSU Training in the health sector in England which were published in August 2019.

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

Recommendation
<p>For the Committee to note the contents of the report and the concerns that have been raised at BTHFT in Q1 2019/20 and decide whether it is assured that the Trust has effective systems and process to identify and respond to FTSU concerns.</p> <p>For the Committee to note the work of the FTSU Guardian and Associate Guardian at BTHFT.</p> <p>For the Committee to note the newly published National guidelines on FTSU Training.</p>

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant)
<input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework
<input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

NHS Improvement Effective Use of Resources: People

Other (please state):

**Relevance to other Board of Director's Committee:
(please select all that apply)**

Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

1 PURPOSE/ AIM

1.1 This paper provides assurance to the Board of Directors in relation to the conduct and outcome management of the FTSU arrangements in the Trust by:

- Reporting on the number of FTSU concerns that have been raised at BTHFT in 2019/20 Q1 (Appendix 1).
- Reviewing Q1 National Data headlines (Appendix 2).
- Reviewing the 2019 National Guidelines on FTSU Training (Appendix 3).
- Providing the latest version of the FTSU action plan (Appendix 4).

2 BACKGROUND/CONTEXT

- 2.1 One of the recommendations from Sir Robert Francis' *Freedom to Speak Up* review of the NHS, published in April 2015, was that each NHS Trust should appoint a Freedom to Speak Up Guardian. The review sets out 20 principles and actions to ensure that NHS workers can speak up freely at work, without fear of detriment, to create a safer and more effective service for everyone.
- 2.2 Effective speaking up arrangements help to protect patients and improve the experience of NHS workers. Having a healthy speaking up culture is an indicator of a well-led Trust.
- 2.3 The FTSU Guardian has a key role in helping to raise the profile of raising concerns in their organisation and provide confidential advice and support to staff in relation to concerns they have about patients' safety and/or the way that the concern has been handled.
- 2.4 The Trust's Freedom to Speak Up Guardian is Sue Franklin, Associate Chief Nurse for Quality Improvement, and the Deputy FTSU Guardian is Andrea Gillespie, Nursing and Midwifery Quality Lead. Karen Dawber, Chief Nurse, is the Executive Lead for FTSU and there is an identified Non-Executive Director Lead, Laura Stroud. There are also a number of Associate Guardians who have completed the National FTSU training.
- 2.5 Freedom to Speak Up sits within the Trust's *Policy of Raising Concerns at Work (Whistleblowing)*.
- 2.6 The Care Quality Commission (CQC) assesses a Trust's speaking up culture during inspections under key line of enquiry (KLOE) 3 as part of the well-led question.

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

- 2.7 The FTSU focus group meets bi-monthly. This meeting is to update the FTSU group on any new updates from the National Guardian's Office (NGO) and also to discuss and monitor any ongoing FTSU concerns and issues.
- 2.8 The FTSU group have a Human Resources (HR) link who they liaise with as/when necessary to discuss certain concerns that need HR support.
- 2.9 The National Guardian's Office (NGO) issues regular information and updates that are discussed at the monthly meetings to ensure that the Freedom to Speak Up focus group is using the most up-to-date information that the NGO provides. It also directs how we listen to concerns and document those concerns.
- 2.10 Following any case review published by the NGO, the FTSU group discuss the recommendations and check which ones are relevant to BTHFT. Any relevant recommendations are actioned to ensure we meet the expected standards.
- 2.11 There is also attendance at the FTSU regional network, Yorkshire and Humber quarterly meeting.
- 2.12 The National Guardian's Office requests regular updates and currently requests quarterly reports (in a standard template) on the concerns raised from each NHS Trust. We have complied with this submission.
- 2.13 In May 2018, NHS Improvement and the NGO issued new guidance for boards on FTSU in NHS Foundation Trusts and a self-review tool for boards of all NHS Foundation Trusts to complete. This was completed at BTHFT in October 2018 and an action plan produced which is monitored through the bi-monthly meeting of the FTSU focus group.

3	PROPOSAL
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- 3.1 The promotion of FTSU is ongoing at the Trust however more targeted promotion is planned in relation to specific staff groups, i.e. the staff groups that have raised little or no concerns and specific isolated departments, i.e. departments that may not have been previously captured at previous promotion events held in the concourse at BTHFT. This will include wards and the numerous departments at SLH, Westbourne Green, Westwood Park, maternity services and the operating departments.

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

- 3.2 The recruitment of additional FTSU Associate Guardians is ongoing to ensure we have representation of a variety of staff groups at all levels. This has included recruitment of two additional associate Guardians from areas within the trust not previously represented.
- 3.3 Early discussions have commenced about a potential future Quality Improvement project which will focus upon how unacceptable behaviours such as incivility between staff affects other members of the team which subsequently impacts upon the quality and safety of the care given to patients and their experience. Future board reports will update on the progress of this proposal.

4 BENCHMARKING IMPLICATIONS

- 4.1 Alongside the data headlines for each quarter, the NGO publish on their webpages the data submitted by all the Trusts in England. This enables each organisation to benchmark against similar types and sizes of organisations.
- 4.2 In addition the annual NHS staff survey on safety culture about raising concerns provides an opportunity to monitor how BTHFT is performing in relation to other organisations classified as the best, average and worst performing.
- 4.3 At the bi-monthly FTSU meetings there is a standard item on the agenda where the group discusses NGO data, BTHFT data and board reporting and the annual staff survey results are discussed when published.

5 RISK ASSESSMENT

- 5.1 The FTSU Guardian has 7.5 hours protected time within their substantive role to perform their FTSU duties. The deputy and Associate Guardians currently have no protected time within their substantive roles.
- 5.2 It was highlighted in an internal audit report that if there was to be a sudden influx of concerns we would need to address the resource requirements; this could be a potential weakness in the system. However, it has been agreed that the current level of concerns can be managed adequately.

6 RECOMMENDATIONS

- 6.1 To note the main themes and the important issues raised through FTSU during Q1 2019/20
- 6.2 To support the work of the FTSU group to continue with the FTSU campaign including raising awareness sessions for staff and education for Guardians.

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

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- 6.3 To continue with quarterly reports to the Quality Committee and to the Board of Directors to update on progress with FTSU.
- 6.4 To support the work of the FTSU group to develop and embed training across all staff within the trust in line with other mandatory training requirements

7	Appendices
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Appendix 1 - FTSU concerns raised at BTHFT in 2019-20 Q1.

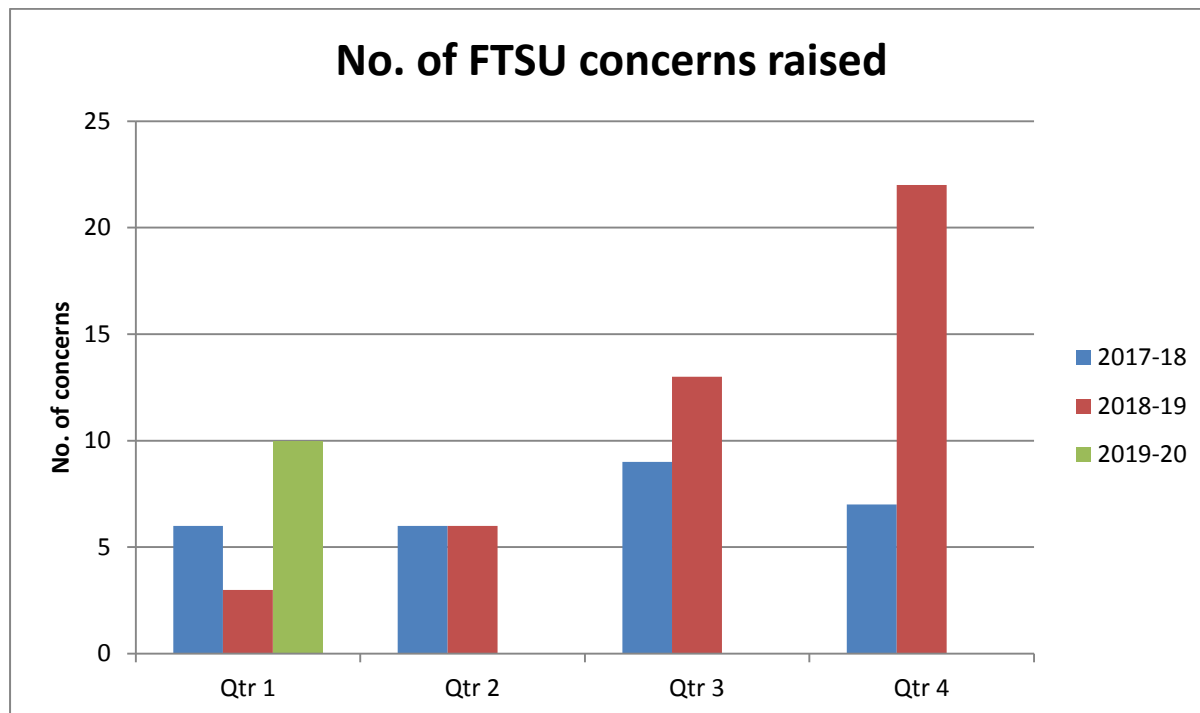
Appendix 2 - National FTSU Q1 headlines.

Appendix 3 – National guidelines on FTSU training August 2019.

Appendix 4 – Latest version of the FTSU action plan.

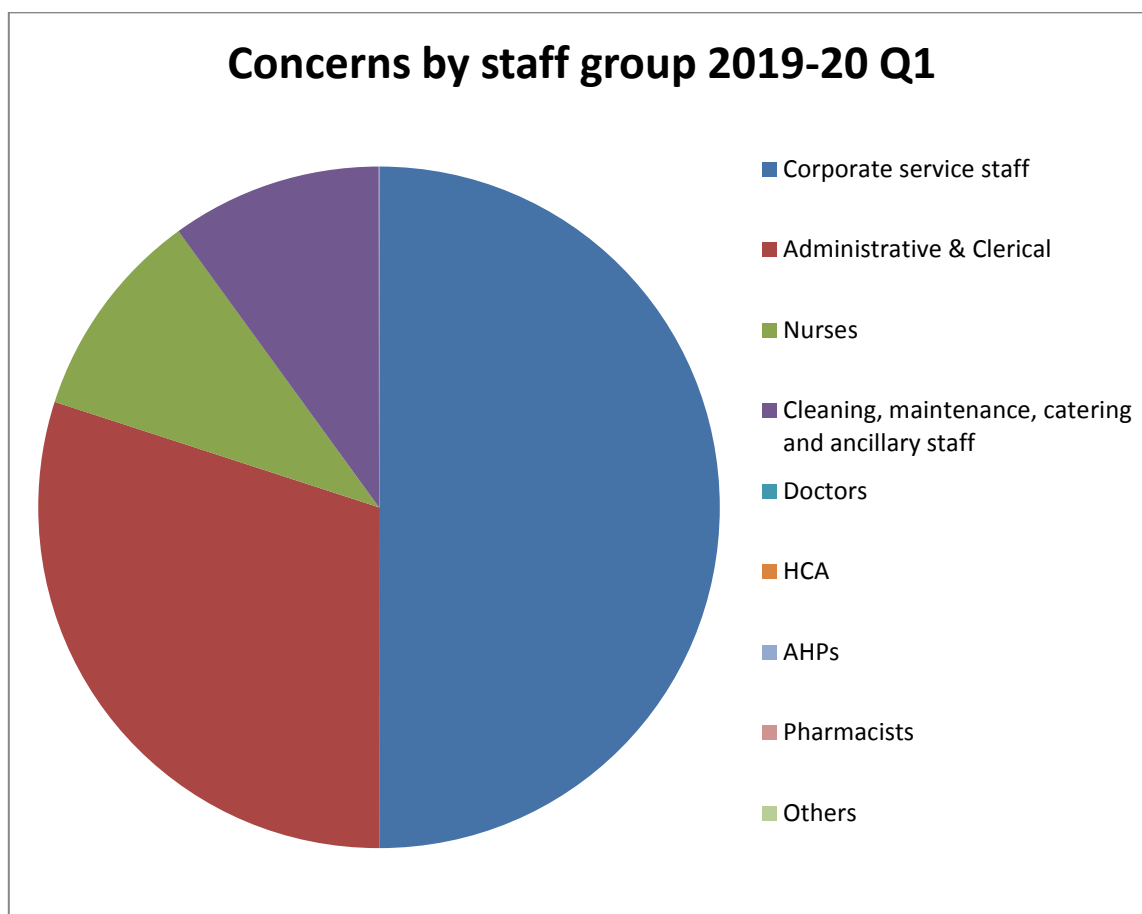
Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

Appendix 1 – FTSU concerns raised at BTHFT in 2019-20 Q1



- 1.1 The graph above includes the number of concerns raised at BTHFT in 2019-20 Q1. It is displayed alongside 2018-19 and 2017-18 data to facilitate comparison.
- 1.2 Bullying and harassment was a theme of all 10 of the concerns raised within Q1. A variety of issues were raised and work is ongoing within a number of departments within the trust to identify the underlying issues and develop appropriate action plans for improvement. This is further supported by ongoing OD work and the development of the staff advocate roles.
- 1.3 Of the 10 concerns raised in Q1, four were raised anonymously via the BTHFT FTSU app. It is important to note that when a concern is raised anonymously there is no opportunity to ask for more information to aid the investigation or update the person raising their concern.
- 1.4 No person raising a concern has reported suffering detriment for doing so in Q1.

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45



- 1.6 The graph above demonstrates the staff groups at BTHFT that have raised concerns in 2019-20 Q1
- 1.7 This data is utilised to identify areas where promotion/education around FTSU may be required.

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

Appendix 2 – National data headlines

Introduction

The National Guardian's Office asked Freedom to Speak Up Guardians in all trusts and foundation trusts for information on Freedom to Speak Up cases raised with them in the fourth quarter of 2018/19 (1 January to 31 March 2019). The latest results are set out in the attached table and reveal that 97 per cent of trusts have provided data this quarter.

September 2019 – Due to the NGO procuring a new reporting system they have not yet requested the data for Q1 2019-20. It is expected that the Data will be collated at the same time as the Q2 2019-20 data.

An update will be provided to the committee in the next report to cover Q1 and Q2.

Appendix 3 – National Guidelines on FTSU training in the health sector in England

In August 2019 the NGO published National Guidelines on FTSU training in the health Sector in England. The guidelines are designed to improve the quality, clarity and consistency of training on speaking up across the health sector to support those commissioning and delivering training.

Following publication of the guidelines the Deputy FTSU Guardian is undertaking a Gap analysis of the current training provision at BTHFT, working alongside the FTSU Group and training and education to ensure adequate training is in place across all staff groups. A full review will be presented in the Q2 report.

Please see document attached Appendix 3.

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

Appendix 4 - Latest version of the FTSU action plan.

FTSU Action Plan – Following on from Board Self-Assessment				Date initiated	12/10/2018
				Date of update	20/11/2018 31/01/2019 30/04/2019 09/09/2019
Accountability		Responsibility			
Lead	Oversight/governance structure	Lead	Work-stream/operational group		
Chief Nurse	Quality Committee	Associate Chief Nurse	FTSU Operational Meeting		

Aim	Objective		Expected Outcome	Assurance Mechanism	Review date
	Ref				
To enable staff to feel safe to raise concerns within the organisation	1	To implement changes to the Infrastructure based on the Board self-assessment	Compliant structure to deliver the activity and oversight for the FTSU function To increase the width of the associate guardians to incorporate students and non-managerial staff	Quality Committee	On-going 30 th September 2019
	2	To raise the profile of the FTSU function	To increase awareness of FTSU	Quality Committee	On-going 30 th September 2019
	3	To provide appropriate education and training for	To ensure that all staff and managers are aware	Quality Committee	On-going 30 th September 2019

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

		staff, managers and guardians	of the function of FTSU and how to work within the policy.		
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Communications plan				
What?	Who?	By whom?	How?	How frequently?
Action plan support	Nursing & Midwifery Quality Lead		Via FTSU Operational Group	Bi monthly
Action Plan Oversight	Chief Nurse		Quality Committee	Monthly
Action Plan Management	Associate Chief Nurse Quality Improvement		Via FTSU Operational Group	Bi monthly

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

Change team members			
Name	Job title	Contact details	Initial
<i>Andrea Gillespie</i>	<i>Nursing and Midwifery quality leave</i>	No longer in FTSU Role	AG
<i>Lorraine Cameron</i>	<i>Head of Equality and Diversity</i>	No longer in FTSU Role	LC
Sue Franklin	Associate Chief Nurse Quality Improvement		SF
Sarah Freeman	Head of Nursing		SFr
Melinda Howard	Matron		MH
Laura Jones	Lead Cancer Manager		LJ
Amandeep Singh	Partnership Lead		AS
Rupert Allen	Principal Dietician		RA
<i>Anthony Doggett</i>	<i>Business support lead</i>	No longer in FTSU Role	AD
Karen Dawber	Chief Nurse		KD
LeeAnne Elliott	Consultant and Associate Medical Director		LE
Status:			
O	Open		
O	Open and compromised		
C	Closed		
OD	Overdue		

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

Objective		1	To implement changes to the Infrastructure based on the Board self-assessment						
No	Action	Lead	Date Assigned	Scheduled completion	Status	Actual Completion	Comments	Evidence	
1.1	For the existing FTSU Guardian to be recognised as the Executive lead for FTSU and to appoint a 0.2 WTE FTSU Guardian	KD	31/10/18	31/12/18	C	1 st February 2019	Executive Lead proposed and agreed by Board as part of development session. Executive Lead has written to all associate guardians asking for expressions of interest.	Letter to FTSU associate guardians 1/02/2019 – Sue Franklin Letter	
1.2	To arrange for quarterly meetings with the Chair, Chief Executive, NED lead, Executive Lead for FTSU and FTSU Guardian	KD	31/10/18	30/11/18	C	31/10/18	Meetings to be scheduled from Q4 2018/19 and quarterly thereafter	Diaries	
1.3	Arrange for regulators to be briefed on the activity of the FTSU office	KD	31/10/18	30/11/18	C	31/10/18	FTSU quarterly report to be a standing item (every quarter) at the NHSI quarterly review meetings, CCG Contract Management Board and CQC engagement meeting	NHSI provided with FTSU reports	
1.4	To look at arrangements for sharing case studies outside of the organisation	SF	31/10/18	31/03/19	O		To discuss at Yorkshire and Humber FTSU network	Remains open due to cancellation of regional meeting. To be discussed at next meeting	
1.5	To expand the number of people in a FTSU role: Associate Guardians; Junior Guardian / Ambassadors	SF	31/10/18	31/03/19	C	30/04/19	To ask for expressions of interest in Let's Talk FTSU feature in April 2019	Two new Associate guardians appointed, training	

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

								09/10/2019
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Objective		2	To raise the profile of the FTSU function					
No	Action	Lead	Date Assigned	Scheduled completion	Status	Actual Completion	Comments	Evidence
2.1	To ensure FTSU is on Trust induction for all new starters and Junior Doctor induction	SF/AG	31/10/18	30/11/18	C	31/10/18	FTSU is covered on all Trust induction for all staff	Trust induction slide pack
2.2	FTSU to be promoted at all band 5,6 and 7 nursing development days	SF/AG	31/10/18	30/11/18	C	31/10/18	FTSU is on the development days and leaflets shared with the staff	Development day slide pack
2.3	FTSU stand quarterly throughout the year in the Main concourse and at SLH to promote FTSU	SF/AG	31/10/18	30/11/18	C	31/10/18	Communication plan is discussed at bi-monthly operational meeting.	Minutes of meetings
2.4	Seek clarification from the National Guardians office re FTSU Strategy and policy	SF/AG	31/10/18	30/11/18	C	31/10/18	NGO confirm standalone FTSU strategy is not required. Trusts overall strategy should reference importance of feedback and speaking up.	
2.5	To provide clear references to speaking up and importance of staff feedback in corporate documents and policies, as appropriate.	KD	31/10/18	31/06/19	O		FTSU has been referenced in HR policies, further engagement work as part of We Are Bradford and the quality strategy	
2.6	To link with HR Director in relation to how FTSU and staff engagement link together to learn from themes and trends	KD	31/10/18	31/12/18	C	31/01/19	KD links with OD on monthly basis. OD are involved in actions	Radiology investigation action plan

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

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Objective		3	To provide appropriate education and training for staff, managers and guardians					
No	Action	Lead	Date Assigned	Scheduled completion	Status	Actual Completion	Comments	Evidence
3.1	The Associate Guardians should complete the NGO training day	SF/AG	31/10/18	31/06/19	O		The NGO training is monthly in London. Regionally the training is provided every 6 months.	Currently all Associate Guardians trained and registered with NGO. Arrangements for training for new recruits in progress.
3.2	FTSU awareness sessions	SF/AG	31/10/18	31/06/19	O		To develop an awareness package for staff and managers	Remains open due to ongoing development of awareness package
3.3	Cross learning with FTSU and HR Policies	KD	31/10/18	30/11/18	C	28/11/18	Regular meeting with Executive FTSU and HR Director. Lead HR manager identified to link with FTSU	Diaries
3.4	Provide trained for NED	SF/AG	31/01/19	16/08/2019	O		Currently booked for session 16 th August 2019	To review attendance

Meeting Title	Board of Directors		
Date	07.11.19	Agenda item	Bo.11.19.45

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