
National Guardian

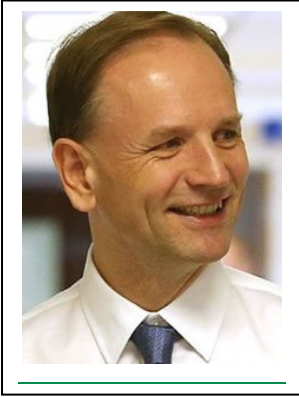
Freedom to Speak Up



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Foreword by Simon Stevens



Speaking out when you see something going wrong at work takes courage no matter what your job. When you work in the NHS – as a nurse, doctor, physio or in any other role – it can sometimes also feel a lonely and daunting experience. That is why we are determined to ensure we do everything possible to support those who make their voices heard on behalf of patients.

Freedom to speak up guardians can be a very powerful presence to ensure that NHS organisations – their management and boards – listen to concerns. NHS England is tripling funding and we now have 500 guardians in place across the country.

In the past, however, not every NHS organisation has done enough to make staff feel that they can speak out. That is why last year I asked the National Guardian to help measure how free nurses, doctors and other staff felt to raise concerns at different organisations.

Twelve months on there is encouraging progress in making NHS organisations more open and transparent. Our staff are world-class but if we want to help them to deliver the improvements in care and treatment set out in the NHS Long Term Plan we need to show them the same duty of care, compassion and empathy that we provide our patients.

A porter, nurse or consultant surgeon who speaks up is an invaluable part of any NHS organisation – they do so because they want the very best for their patients and their colleagues. And trusts that allow staff to speak out about issues are likely to deliver better outcomes for patients and will have happier staff.

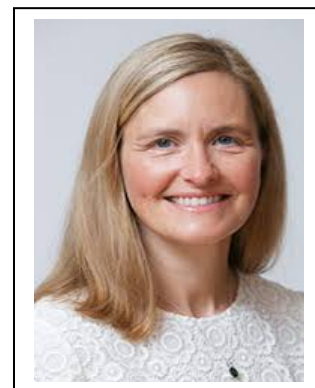
The Freedom to Speak Up Index helps trusts understand how their staff perceive the speaking up culture. Trusts can compare their scores to others, buddy up with those that have received higher index scores and promote learning and good practice.

Already the index is having a significant impact, with 180 trusts (82%) having made progress in making it easier for staff to speak out since 2015, with London Ambulance improving its rating by 18%. This means more staff than ever before feel secure raising concerns if they see something unsafe and feel confident that if they were to make a mistake, they would be treated fairly by their trust.

But a more open and transparent working culture will not just mean happier staff, it will also mean happier patients too. Evidence consistently shows that a positive speaking up culture leads to better CQC ratings, and ultimately better care for our patients. And this is what drives over a million people to go to work for the NHS every day. It is everyone's responsibility to speak up when they see something that doesn't look right – and now more than ever, staff are doing exactly that.

Foreword by Dr Henrietta Hughes

Everyone needs to be valued and listened to and feel fairly treated at work. Nowhere is this more important than in health when it can be a matter of life or death. A positive environment and a supportive culture are key elements of the People Plan¹. We have shown that a positive speaking up culture is often associated with higher performing organisations. Workers are the eyes and ears of an organisation and they should be listened to when considering patient safety and experience. The best leaders understand how important this is. These leaders create an inclusive speaking up culture where everyone's insight and expertise is valued, and all workers are empowered to speak up and contribute to improvements in patient care.



Culture is a term which can be interpreted in different ways. To some it might seem vague and difficult to pin down. Some organisations want their culture to change but do not know where to start or how to change. In our Freedom to Speak Up Guardian Surveys, we showed that guardians in organisations rated Outstanding by the Care Quality Commission were more positive in their perceptions of the speaking up culture². To ensure speaking up becomes business as usual, the voices of other workers must also be involved. We have therefore created a single measure from four questions from the 2018 NHS Staff Survey³.

This new Freedom to Speak Up Index, brought together by my office and NHS England, identifies the view of the staff on the speaking up culture in NHS Trusts and Foundation Trusts (FTs). For trust boards to be able to use a measure to learn more about their own Freedom to Speak Up culture, as experienced by their workforce, is an opportunity for improvement. This is not a perfect tool, as it is based on a sample of staff and there are additional limitations as students, volunteers and others are not included.

When it comes to establishing effective speaking up cultures, the highest scoring NHS trusts and Foundation Trusts featured in this report have shared their experience for the rest of the health system to learn from. They have had meaningful conversations with their workers, embraced opportunities to improve, followed guidance from my office and developed innovative ways to create and sustain a positive speaking up culture for their workforce.

The average FTSU Index score nationally has increased since 2015 and I am optimistic that this will continue to improve but not complacent about the organisations in which there is significant room for improvement. I call on leaders and Freedom to Speak Up Guardians in NHS trusts and FTs to use the index as a new measure for assessing the speaking up culture in their organisation. The insights of the organisations featured in this report will help you find comparable organisations with whom you can buddy up and learn from the best in the NHS. I encourage commissioners and regulators to use the FTSU Index to ask providers about their speaking up arrangements and to encourage improvement.

¹ <https://www.longtermplan.nhs.uk/publication/interim-nhs-people-plan/>

² https://www.cqc.org.uk/sites/default/files/20171115_ngo_annualreport201617.pdf

³ <https://www.nhsstaffsurveys.com/Page/1056/Home/NHS-Staff-Survey-2018/>

Introduction

The Interim People Plan aims to ‘to grow the NHS’s workforce, support and develop NHS leaders and make our NHS the best place to work’. The plan says that in addition to recruiting extra staff, much more needs to be done to improve staff retention and transform ways of working. Secretary of State Matt Hancock MP has said that ‘we need a more supportive culture to make that plan a reality’⁴. A positive speaking up environment where workers feel valued and listened to is fundamental to developing a supportive culture.

The events at Mid Staffs⁵ and Gosport War Memorial Hospital⁶ serve as reminders of the harm that can occur to patients when this type of culture does not exist. Following the publication of the Francis Freedom to Speak Up Review in 2015⁷ Trusts and Foundation Trusts in England have appointed Freedom to Speak Up Guardians⁸. The network has now grown to over 1000 guardians, champions and ambassadors in NHS trusts and FTs, independent sector providers, national bodies and primary care organisations. Thousands of cases have been brought to Freedom to Speak Up Guardians since April 2017⁹.

The National Guardian’s Office has previously published survey reports that indicate that a positive speaking up culture is associated with higher performing organisations as rated by CQC. The annual NHS staff survey contains several questions that serve as helpful indicators of the speaking up culture. Working with NHS England, the National Guardian’s Office has brought four questions together into a ‘Freedom to Speak Up (FTSU) index’. This is to enable trusts to see at a glance how their FTSU culture compares with others. This will promote the sharing of good practice and enable trusts that are struggling, to ‘buddy up’ with those that have recorded higher index scores.

The results throughout are based on the results of the 2018 NHS annual staff survey. Where percentage point improvement is recorded, this is based on the overall changes recorded between 2015 and 2018.

Nationally the median FTSU score has improved since 2015. Some trusts have seen a rapid improvement in their FTSU index score and in others there has been a reduction in the score. We have included case studies from the best performing trusts of each type and those that have made the most significant improvement. These case studies detail the changes that trusts have made to engage with their workforce and develop a positive speaking up culture and the impact that this has made.

The Freedom to Speak Up Index for each trust and the CQC ratings for Overall and Well Led are included in Annex 1. The information is taken from the CQC website¹⁰ and the annual NHS Staff Survey at the time of publication.

⁴ <https://www.england.nhs.uk/2019/06/more-staff-not-enough-nhs-must-also-be-best-place-to-work-says-new-nhs-people-plan/>

⁵ <https://www.bbc.co.uk/news/health-21244190>

⁶ <https://www.bbc.co.uk/news/topics/cx2pw2r8yp9t/gosport-hospital-deaths>

⁷ <http://freedomtospeakup.org.uk/the-report/>

⁸ https://www.cqc.org.uk/sites/default/files/20180213_ngo_freedom_to_speak_up_guardian_jd_march2018_v5.pdf

⁹ https://www.cqc.org.uk/sites/default/files/CCS119_CCS0718215408-001_NGO%20Annual%20Report%202018_WEB_Accessible-2.pdf

¹⁰ <https://www.cqc.org.uk/>

Survey questions and FTSU Index



The FTSU index was calculated as the mean average of responses to four questions from the NHS Annual Staff Survey.

The survey questions that have been used to make up the FTSU index are:

- % of staff responded "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 17a)
- % of staff responded "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 17b)
- % of staff responded "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 18a)
- % of staff responded "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 18b)



Summary of results

Overall, the national median FTSU index has increased since 2015, and this pattern is reflected for all trust types:

Trust type	FTSU index			
	2015	2016	2017	2018
National	75%	77%	77%	78%
Acute Specialist Trusts	79%	79%	79%	81%
Acute Trusts	75%	76%	76%	77%
Ambulance Trusts	66%	69%	69%	74%
Combined Acute and Community Trusts	76%	77%	77%	78%
Combined Mental Health / Learning Disability and Community Trusts	78%	77%	79%	80%
Community Trusts	79%	80%	81%	83%
Mental Health / Learning Disability Trusts	74%	76%	77%	79%

The following represent the trusts with the highest FTSU index result for 2018, broken down by trust type:

Trust type	Trust	FTSU index value 2018
Community	Cambridgeshire Community Services NHS Trust	87%
Combined mental health / learning disability and community trust	Solent NHS Trust	86%
Acute Specialist	Liverpool Heart and Chest Hospital NHS Foundation Trust	86%
Acute	The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust	84%
Combined acute and community	Gateshead Health NHS Foundation Trust	83%
Combined mental health / learning disability	Surrey and Borders Partnership NHS Foundation Trust	81%
Combined mental health / learning disability	Northumberland, Tyne and Wear NHS Foundation Trust	81%
Combined mental health / learning disability	Tees, Esk and Wear Valleys NHS Foundation Trust	81%
Combined mental health / learning disability	Tavistock and Portman NHS Foundation Trust	81%
Ambulance	Isle of Wight NHS Trust (ambulance sector)	79%

Cambridgeshire Community Services NHS Trust: Visible leadership in action

“Our transparent and open culture has been built up over a number of years and during that time we have developed a style across the organisation that puts our people first. We have a long

‘it is in the DNA of the organisation for all our leaders to be out and about every week, talking and listening to staff in an informal and low-key way. We have lots of examples through these visits of our staff sharing concerns and issues and feeling very comfortable and confident to speak up’.

standing systematic ‘back to the floor’ programme in place that our senior leaders prioritise each month and this visibility and approach is positively received by our staff. Additionally, it is in the DNA of the organisation for all our leaders to be out and about every week, talking and listening to staff in an informal and low-key way. We have lots of examples through these visits of our staff sharing concerns and issues and feeling very

comfortable and confident to speak up. We support our managers to be leaders and have embedded compassionate leadership into our internal development programmes and our appraisal systems and processes.

‘We support our managers to be leaders and have embedded compassionate leadership into our internal development programmes and our appraisal systems and processes’.

We developed our values with our staff over 8 years ago and we continually check that they remain valid today through talking with our staff. Our values and agreed set of behaviours are embedded in all that we do, and we spend time and energy on making sure we encourage people to speak up if they are concerned about anything. How our staff speak up is entirely up to them, there is never a wrong way. We are explicit at induction about

them never worrying about telling the wrong person the most important thing if they are concerned about anything is to tell someone! They can raise concerns informally or formally and we work with them directly to agree how they wish their concern to be handled.

They can speak with their line manager; another member of their team; contact our Freedom to Speak Up Guardian or one of our Freedom to Speak Up Champions; link with our full-time staff side chair; speak with one of our Cultural Ambassadors or share directly with our Chief Executive or another member of our Executive team and we have lots of examples of when our staff have done this. We always provide feedback to individuals who raise concerns so that they are assured and confident that their issue/s have been dealt with. We

‘..through the results our staff have fed back that they feel secure in raising concerns; that they are confident that we would deal with these and that they feel engaged and valued’.

also deal with concerns anonymously if requested to do so - the most important thing for us is that the concern is being heard and acted upon.

We are very proud of our annual national staff survey results and have seen year on year improvements. We focus on a small number of improvement areas each year rather than everything and through the results our staff have fed back that they feel secure in raising concerns; that they are confident that we would deal with these and that they feel engaged and valued. We continue to make further improvements to ensure that we are an excellent employer and one of the NHS Best Places to Work.”

‘We are explicit at induction about them never worrying about telling the wrong person the most important thing if they are concerned about anything is to tell someone!’

Liverpool Heart and Chest Hospital NHS FT: Learning and Sharing to create an open and safe culture



Freedom to Speak Up Guardian Helen Turner with Mr Sanjay Ghotkar and the FTSU Charter

“Liverpool Heart and Chest Hospital is committed to FTSU and its principles, patient safety and staff experience are at the heart of everything we do. Our Board of Directors takes an active interest in concerns raised by staff, the process in which these are dealt with and supports an ethos of learning and sharing. The Trust’s approach to FTSU is summed up by the Chief Executive’s 3-point pledge which is widely communicated:

Please Speak Up – when you do:

I will listen

I will investigate, and if you let me know who you are you will receive feedback

I will keep you safe

A quarterly 'Freedom to Speak Up Summit' is chaired by the Director of Corporate Affairs /Executive Lead for FTSU and attended by the Chief Executive, Medical Director, Director of Nursing, Director of Workforce, Deputy Director of Nursing, Freedom to Speak up Guardian and Deputy Freedom to Speak up Guardian. The commitment of the Trust towards empowering staff to speak up, keeping both patients and staff safe is demonstrated by the membership of the group.

The purpose of the summit is to review the quarter's speak ups and triangulate data from staff experience and patient safety looking for trends, themes and any areas that maybe hotspots in order that any action can be identified and swiftly taken.

'The Trust is constantly innovating to ensure patient safety, the data produced for the summit includes the usual serious incidents, never events, incident reporting but also data from the daily trust wide safety huddle convened in the Chief Executive's office where current issues are raised and escalated immediately'.

Patient Safety

The Trust is constantly innovating to ensure patient safety, the data produced for the summit includes serious incidents, never events and incident reporting but also data from the daily trust wide safety huddle convened in the Chief Executive's office where current issues are raised and escalated immediately. Other data shared at the summit include HALT an innovation that was introduced at the Trust in 2015.

HALT is an acronym that stands for

Have you seen this?

Ask – did you hear my concern?

Let them know it is a patient safety issue

Tell them to **STOP** until it is agreed it is safe to continue

HALT empowers all staff no matter what grade and whether clinical or not to use the HALT process if they see a potential patient or staff safety incident. HALT has not only prevented 92 safety incidents to date, since its inception but has broken down hierarchical barriers that have traditionally existed in healthcare.

A monthly Learning and Sharing Forum brings together senior leaders, including ward and departmental managers to cascade learning, share examples and promote an open and safe culture.

*HALT is an acronym that stands for
Have you seen this?
Ask – did you hear my concern?
Let them know it is a patient safety issue
Tell them to **STOP** until it is agreed it is safe to continue*

Staff Experience

'The "grass is greener" is an initiative which encourages staff who are leaving or thinking about leaving the Trust to understand their reasons and look at what we could do to reduce turnover and improve staff safety and experience'

Workforce data is shared at the summit including an HR relations report, which includes the number of bullying and harassment, grievances/ET claims, disciplinaries, suspensions etc. Also, innovations such as 'grass is greener' data is shared and discussed. The 'grass is greener' is an initiative which encourages staff who are leaving or thinking about leaving the Trust to understand their reasons and look at what we could do to reduce turnover and improve staff safety and experience.

Freedom to Speak Up Guardian

The Freedom to Speak Up Guardian (FTSUG) reports to the membership not just on concerns raised and action taken but also on national guidance and any actions the Trust needs to take to ensure best practice, this means benchmarking against case reviews, information from the latest NGO guidance and reporting on pertinent issues from the regional network groups and the national conference.

Learning from Freedom to Speak Up

Feedback from our staff has revealed that at times managers and those with supervisory roles have felt vulnerable about staff speaking up against them, sometimes as a result of unpopular management decision. In response to this we have worked with staff to develop an 'FTSU Charter' setting out clearly what can be expected both when you speak up and when you are spoken up about.

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The focus on FTSU and Board level membership of the summit means that the Trust is proactive and not just reactive in dealing with matters of patient and staff safety and is constantly pushing the agenda forward through innovation."

Tees Esk and Wear Valleys NHS Foundation Trust: Speaking Up drives improvement



Freedom to Speak Up Guardian Dewi Williams

“We are using the principles identified within the 2017 Freedom to Speak Up Guardians survey as a framework for the description of how Tees, Esk and Wear Valleys NHS Foundation Trust has sought to make Freedom to Speak Up arrangements business as usual.”

- **FAIRNESS.** The Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV) Freedom to Speak Up Guardian (FTSUG) Dewi Williams, was appointed in October 2016 following interview as part of a post retirement redeployment process. He currently works 18 ½ hours a week, and this is his sole employment.
- **REACH AND DIVERSITY.** We have a developing network of ‘Dignity at work champions,’ who support the FTSUG and who will be key to the success of our new Bullying and Harassment Resolution Procedure. We currently have 16 champions but hope to have around 40 by the end of the year. It is intended that they are present within each of the TEWV geographical localities and will be representative of

‘We have a monthly awareness raising message attached to our electronic staff newsletter which communicates key messages and reminds staff about where they can get support with Speaking Up’.

protected characteristic groups. We also have a deputy FTSUG working one day a week, Barry Speak, who is a psychologist and works in a staff wellbeing service.

- **COMMUNICATION.** We have a monthly awareness raising message attached to our electronic staff newsletter which communicates key messages and reminds staff about where they can get support with Speaking Up. The FTSUG also has an intranet page where staff can get contact details, see the policy, and get downloadable posters.
- **PARTNERSHIP.** We have developed a monthly in-house support forum. Staff from a range of staff wellbeing services get together to share intelligence, debrief, and support each other in what could otherwise be very isolated and challenging roles. Part of the FTSUG role is to meet as many people as possible to raise awareness. The FTSUG conducts regular staff training in all our sites. The opportunity is taken to conduct informal meetings with teams in those sites.
- **LEADERSHIP.** Board of Directors and Executive Management Team members undertake a series of planned visits each month to individual wards and departments throughout the Trust to engage directly with staff about service and workplace issues, including speaking up. The FTSUG meets at least bi-monthly with the chief executive and the director of human resources. He also meets regularly with many other senior managers as part of the role. He meets at least twice yearly with the executive and non-executive directors with responsibility for Speaking Up. They also deliver twice yearly board reports. Demonstrating board commitment to Speaking Up can be seen by our [staff] video which shares directors' values, beliefs, and commitment to ensuring that staff can feel safe to come forward.

'Board of Directors and Executive Management Team members undertake a series of planned visits each month to individual wards and departments throughout the Trust to engage directly with staff about service and workplace issues, including speaking up'

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- **FEEDBACK.** At the conclusion of cases the FTSUG has asked two questions; would you do it again, and did you experience any detriment? Whilst getting many complimentary replies, the specific questions have been sporadic. We will be addressing this issue as part of an upcoming process review day. In addition to approaching their line manager, the Dignity at Work Champions and the FTSUG all TEWV staff can raise concerns electronically and anonymously, should they choose to do so. Each of these concerns are published within the TEWV e-bulletin along with the responses that are agreed by the Executive Management Team under the heading of 'You said, we did.'
 - **PROACTIVE AND REACTIVE ROLE. We are constantly reviewing how we are doing and improving practice.** We are to hold an event with some of those who have experience of conducting whistleblowing investigations, and some who have experienced being investigated, to look for opportunities to standardise and improve the experience for all involved. Initially the FTSUG role was predominantly reactive. However, are using our Staff 'Friends and Family' results to identify teams that may benefit from proactive support awareness raising, and training.
 - **ATTENDING SUPPORT NETWORKS.** On appointment the FTSUG attended the initial training provided by the National Guardian's Office and has since attended updates delivered within the regional network. To date the FTSUG has been to three national conferences, and regularly attends the very useful and supportive regional meetings.
 - **DATA MANAGEMENT.** We have a confidential data storage system. It has benefitted from being audited. Currently we only log issues raised with the FTSUG and we know that many more issues are raised with line managers and are successfully handled. However, we do not know exactly how many, and therefore are not able to quantify, or benefit from the potential shared learning. We aspire to developing an acceptable data gathering approach that will help us develop a library of experience from which we can share more learning."
- In addition to approaching their line manager, the Dignity at Work Champions and the FTSUG all TEWV staff can raise concerns electronically and anonymously, should they choose to do so. Each of these concerns are published within the TEWV e-bulletin along with the responses that are agreed by the Executive Management Team under the heading of 'You said, we did.'*
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The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust: Reach and visibility to engage staff



Freedom to Speak Up Guardian Helen Martin with Tom Beaumont, Sally Papworth and Catherine Bishop

"In 2013 The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust faced a number of significant challenges, including a poor CQC rating. A programme of improvement and culture change was introduced by our Board. Within this journey we heard staff in our cultural audit say that they wanted to feel safer in raising concerns, so we developed our culture of safety.

'we heard staff in our cultural audit say that they wanted to feel safer in raising concerns, so we developed our culture of safety'.

A major part of this was the creation of our first Freedom to Speak Up Guardian (FTSUG) post. The Trust took guidance from the National Guardian Office (NGO) conference to ensure that the role was ring-fenced to meet its full requirements and that networking with national and local colleagues was encouraged to help develop and evolve the role.

'The Trust took guidance from the National Guardian Office (NGO) conference to ensure that the role was ring-fenced to meet its full requirements and that networking with national and local colleagues was encouraged to help develop and evolve the role'.

We used feedback from our cultural audit to shape our own [framework]. Staff wanted easy access, more face-to-face interactions and visibility irrespective of ethnicity or background. Our Guardian devised a clear policy around speaking up, supported by a communications strategy.

Our guardian attended team meetings, delivered presentations including to trust induction, facilitated focus groups, as well as deployed our highly successful (and decorated) roaming trolley. The trolley rounds of our wards were often accompanied by our diversity team or one of our executives, demonstrating that we wanted to hear the voices of all our staff and as part of our Board commitment. Our Board developed a public statement of commitment and benchmarked our progress within interactive Board development session. They also receive regular feedback from our Guardian and support her wellbeing through supervision.

'The trolley rounds of our wards were often accompanied by our diversity team or one of our executives, demonstrating that we wanted to hear the voices of all our staff and as part of our Board commitment'.

The Trust built on our local and trust governance structure, with a renewed focus on learning from errors. This was underpinned with new incident reporting forms which encourage sharing and learning of good practice from errors as well as raising improvement ideas and issues. Both have made significant impacts to the reporting culture of RBCH.

Helen Martin, the Trust's Freedom to Speak Up Guardian, said: 'The key to all our work has been listening to our staff to develop a culture of safety and feedback. Raising concerns is something that should routinely be done and as part of an ongoing conversation. We continue to evolve our model and feel that we are in the best position to support our staff in our future organisation change.'

'..new incident reporting forms which encourage sharing and learning of good practice from errors as well as raising improvement ideas and issues. Both have made significant impacts to the reporting culture of RBCH'.

Our guardian has now expanded the role to a team of six ambassadors across a variety of professional backgrounds which has made speaking up more accessible. Helen is now also working across Royal Bournemouth and Poole hospitals, as our two trusts move towards merger. This ensures staff have access to FTSU teams while undergoing significant organisational

changes.

Six years on and RBCH is seeing the benefits of the Trust-wide programme of improvement, including national leaders for safety culture and staff engagement. Helen Martin added, 'We are proud to see that RBCH is recognised as having the highest index score for 2018 for acute trusts further demonstrating the success of our cultural journey over the last six years'."



The 'Roaming Trolley' at Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust

Increase and decrease in the FTSU index by individual trust

The table below shows the percentage point increase and decrease in FTSU Index value during the period 2015 – 2018 for 220 trusts.

Of these 220 trusts:

- 180 recorded an overall increase 2015 - 2018 in FTSU index (82%)
 - 40 recorded an overall decrease 2015 – 2018 in FTSU index (18%)
 - The highest overall increase was recorded by London Ambulance Service NHS Trust (18 percentage points)
 - The greatest overall decrease was recorded by Wrightington, Wigan and Leigh NHS Foundation Trust (-4 percentage points)
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Trusts with greatest overall increase in FTSU index

Trust	2015	2018	2015 - 18
London Ambulance Service NHS Trust	57	75	18
Isle of Wight NHS Trust (ambulance sector)	62	79	17
North East Ambulance Service NHS Foundation Trust	64	76	12
East Sussex Healthcare NHS Trust	66	78	12
South East Coast Ambulance Service NHS Foundation Trust	64	74	10
The Royal Orthopaedic Hospital NHS Foundation Trust	73	82	9
Sherwood Forest Hospitals NHS Foundation Trust	70	79	9
Isle of Wight NHS Trust (mental health sector)	69	77	8
Gloucestershire Care Services NHS Trust	74	82	8
Lincolnshire Partnership NHS Foundation Trust	72	80	8

Trusts with greatest overall decrease in FTSU index

Trust	2015	2018	2015 - 18
Great Western Hospitals NHS Foundation Trust	81	79	-2
Salisbury NHS Foundation Trust	82	80	-2
East and North Hertfordshire NHS Trust	75	73	-2
The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust	74	72	-2
King's College Hospital NHS Foundation Trust	77	75	-2
Great Ormond Street Hospital for Children NHS Foundation Trust	80	78	-2
James Paget University Hospitals NHS Foundation Trust	79	76	-3
Wrightington, Wigan and Leigh NHS Foundation Trust	81	77	-4

London Ambulance Service: 100 Voices Case Study

At London Ambulance Service NHS Trust (LAS), a paramedic spoke up to the Freedom to Speak Up Guardian, Katy Crichton, about a number of matters. The issues reported to Katy ranged from challenging behaviours to service-wide problems, such as a lack of training for new staff and inadequate capacity to deal with call volumes.

'I have seen significant changes in my place of work. It is a much more pleasant place to be. People are listened to and actions have been taken'

The paramedic told Katy, "I had sat in the office for several weeks worrying if I should speak to a colleague, a manager or a friend outside work. Occasionally, I would convince myself that I was exaggerating the state of affairs. Feeling isolated, I decided to contact the LAS guardian.

"My brief email prompted a very quick reply back from the guardian. We met a few days later in a coffee shop away from work and I already felt I was going to be taken seriously."

Katy escalated the matters and, with the involvement of the leadership team, including the Chief Executive, an action plan was established. After a couple of months, a review of the issues revealed that the actions had not gone far enough, and further measures were put in place, taking into account advice from the paramedic who spoke up.

'Listening to staff and learning from them is hugely important'

The paramedic said, "I have seen significant changes in my place of work. It is a much more pleasant place to be. People are listened to and actions have been taken."

As a result of the issues raised, the trust increased staffing levels in some areas, developed a new operational structure for the service, invested in additional training for staff, and monitored calls through a regular audit. Feedback from commissioners reported positive changes to the service and outcomes for patients.

Katy said, "We are very grateful that the paramedic felt able to come forward. By speaking up they have improved the working environment for themselves and for our patients.

"Listening to staff and learning from them is hugely important. It was particularly gratifying that the leadership team continued to listen, even after they had drawn up an action plan, and modified it based on further feedback. The ongoing experiences of the paramedic who spoke up really helped to address the problems in a comprehensive way."

'an email to the Guardian changed a lot, making the trust a better place to work and providing safer care for our patients'

The paramedic remarked when reflecting on their experience of speaking up, "One thing is for sure – an email to the guardian changed a lot, making the trust a better place to work and providing safer care for our patients."

Surrey and Borders Partnership NHS Foundation Trust: Joy at work



Freedom to Speak Up Guardian Lynn Richardson with Roopavathay Krishnan

“Surrey and Borders Partnership NHS Foundation Trust appointed its Freedom to Speak Up Guardian (FTSUG) through open competition in October 2016. The FTSUG came into post from April 2017 and since then has worked with the senior leadership and staff teams as part of our work to further develop the culture within our Trust.

SABP is a mental health and learning disability Trust with many sites spread across Surrey and North East Hampshire.

We have always aspired to be a diverse and inclusive Trust; one of our first activities when we were formed in 2005, led by our Chief Executive and Chair, was to coproduce our Vision and Values through a series of conversations with people who use our services, carers and families, other stakeholders and our staff. Our Values have guided us, as our “compass”, and formed the foundations for our aspirations ever since. Building upon them we have placed great importance on our staff’s responses through the national staff survey and

‘one of our first activities when we were formed in 2005, led by our Chief Executive and Chair, was to coproduce our Vision and Values through a series of conversations with people who use our services, carers and families, other stakeholders and our staff. Our Values have guided us, as our “compass”, and formed the foundations for our aspirations ever since’.

working closely with our Staff Networks to develop our practice as part of staff engagement. Once our FTSUG was in post, we began to gain a rich intelligence through our quarterly Speaking Up reports. These enabled the senior leadership team to begin thinking about building upon Speaking Up, as part of our quality improvement approach, to build a workforce where our employees enjoy coming to work, are encouraged to develop their skills and by so doing, create a compassionate, caring culture for the people who use our services.

'Our Senior Leadership team undertook a programme of staff consultations with our workforce in the summer of 2018 in order to understand what gave our employees 'Joy At Work' but also where we needed to do better to improve their working experience'.

Our Senior Leadership team undertook a programme of staff consultations with our workforce in the summer of 2018 in order to understand what gave our employees 'Joy At Work' but also where we needed to do better to improve their working experience. We took

away actions such as improved information technology needs and the re-introduction of water coolers. The important part of this exercise was for the voice of our staff to be heard by our senior

'we now ask our teams to invite us to their service e.g. to showcase for us the things they are proud of, rather than them feeling that we are checking up on them'

leaders and this has been built upon since then. For example, we used to organise our own programme of Board and Governor "walkaround" visits with a checklist of things to look out for in our services. Since really listening to our staff, we now ask our teams to invite us to their service and encourage them to show us the things they are really proud of.

We also really wanted to welcome our new recruits into the organisation effectively and instil our belief in a speaking up culture. We changed our induction programme to make it shorter, based on feedback, and since our FTSUG has been speaking at that programme, we have had some excellent intelligence from our new staff on things we can improve upon. Our staff gain confidence by meeting our Guardian in person, either through induction or at team meetings/formal training events and we are pleased with our achievements to date in the first two years of our Raising Concerns approach.

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Conclusions and next steps

Listening to the voice of workers is fundamental to improving patient safety and experience and improving the working lives of our colleagues. At a time when the NHS workforce is under extreme pressure and trusts are seeking to recruit and retain staff the annual NHS Staff survey can provide vital insights into the experience of workers.





In our previous publications we have shown that the perceptions of Freedom to Speak Up Guardians are linked with the performance of organisations as shown by their overall CQC rating. Freedom to Speak Up is inspected as part of the CQC Well Led Domain. For trust Boards to be able to use information to learn more about their own Freedom to Speak Up culture, as experienced by their workforce, is an opportunity for improvement. This may help to open a new conversation with their workforce, as many of the trusts featured in this report have done, developing their own innovations, borrowing the innovations identified here or buddying with similar trusts with higher FTSU index scores.























































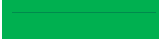





For commissioners and regulators, this is potentially a lead indicator which can be viewed together with other information about safety, workforce and culture. The system needs to offer support, guidance and expertise to organisations where the workforce has indicated that there is room for improvement in the speaking up culture.

Not all organisations in the health service ask their workforce the same questions as in the NHS staff survey, therefore we have not been able to use the FTSU Index for primary care organisations, independent sector providers and national bodies who have Freedom to Speak Up Guardians. For these organisations, there are insights to learn from this report, in terms of leadership behaviours and listening to the ideas and concerns from the workforce. Similar survey questions could potentially be devised to develop a FTSU Index for national bodies and others. We will continue to track the progress of NHS trusts and Foundation Trusts as they develop positive speaking up cultures for their workforce. In this way we work towards speaking up being business as usual.

Annex 1

FTSU Index including CQC Overall and Well Led Ratings

Outstanding	
Good	
Requires improvement	
Inadequate	

FTSU index	Name of trust	CQC Overall	Well Led
87%	Cambridgeshire Community Services NHS Trust		
86%	Solent NHS Trust		
86%	Liverpool Heart and Chest Hospital NHS Foundation Trust		
85%	Hounslow and Richmond Community Healthcare NHS Trust		
85%	Northamptonshire Healthcare NHS Foundation Trust		
84%	Leeds Community Healthcare NHS Trust		
84%	The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust		
84%	The Royal Marsden NHS Foundation Trust		
84%	Lincolnshire Community Health Services NHS Trust		
83%	The Christie NHS Foundation Trust		
83%	Hertfordshire Community NHS Trust		
83%	Sussex Community NHS Foundation Trust		
83%	Gateshead Health NHS Foundation Trust		
83%	Royal Brompton and Harefield NHS Foundation Trust		
83%	Moorfields Eye Hospital NHS Foundation Trust		
83%	Derbyshire Community Health Services NHS Foundation Trust		
83%	Norfolk Community Health and Care NHS Trust		
83%	Shropshire Community Health NHS Trust		
82%	The Royal Orthopaedic Hospital NHS Foundation Trust		
82%	Wirral Community NHS Foundation Trust		
82%	Surrey and Sussex Healthcare NHS Trust		
82%	Frimley Health NHS Foundation Trust		
82%	Guy's and St Thomas' NHS Foundation Trust		
82%	Northern Devon Healthcare NHS Trust		
82%	Gloucestershire Care Services NHS Trust		
82%	The Clatterbridge Cancer Centre NHS Foundation Trust		
82%	Cambridgeshire and Peterborough NHS Foundation Trust		
82%	Berkshire Healthcare NHS Foundation Trust		
82%	Northumbria Healthcare NHS Foundation Trust		
82%	Cumbria Partnership NHS Foundation Trust		

82%	Harrogate and District NHS Foundation Trust	
81%	Kent Community Health NHS Foundation Trust	
81%	Cambridge University Hospitals NHS Foundation Trust	
81%	The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS FT	
81%	South Warwickshire NHS Foundation Trust	
81%	Airedale NHS Foundation Trust	
81%	City Hospitals Sunderland NHS Foundation Trust	
81%	Worcestershire Health and Care NHS Trust	
81%	Tavistock and Portman NHS Foundation Trust	
81%	East Lancashire Hospitals NHS Trust	
81%	Surrey and Borders Partnership NHS Foundation Trust	
81%	Kingston Hospital NHS Foundation Trust	
81%	St Helens and Knowsley Teaching Hospitals NHS Trust	
81%	University Hospital Southampton NHS Foundation Trust	
81%	North Tees and Hartlepool NHS Foundation Trust	
81%	The Newcastle upon Tyne Hospitals NHS Foundation Trust	
81%	Northumberland, Tyne and Wear NHS Foundation Trust	
81%	Royal Devon and Exeter NHS Foundation Trust	
81%	Pennine Care NHS Foundation Trust	
81%	West Suffolk NHS Foundation Trust	
81%	Somerset Partnership NHS Foundation Trust	
81%	Royal Surrey County Hospital NHS Foundation Trust	
81%	North East London NHS Foundation Trust	
81%	Midlands Partnership NHS Foundation Trust	
81%	Tees, Esk and Wear Valleys NHS Foundation Trust	
80%	Leicestershire Partnership NHS Trust	
80%	Oxford Health NHS Foundation Trust	
80%	Salisbury NHS Foundation Trust	
80%	Dorset HealthCare University NHS Foundation Trust	
80%	University Hospitals Coventry and Warwickshire NHS Trust	
80%	Cheshire and Wirral Partnership NHS Foundation Trust	
80%	Dudley and Walsall Mental Health Partnership NHS Trust	
80%	Hertfordshire Partnership University NHS Foundation Trust	
80%	Lincolnshire Partnership NHS Foundation Trust	
80%	Mersey Care NHS Foundation Trust	
80%	Central London Community Healthcare NHS Trust	
80%	Oxleas NHS Foundation Trust	
80%	North West Anglia NHS Foundation Trust	
80%	University Hospitals Plymouth NHS Trust	
80%	2gether NHS Foundation Trust	
80%	Sheffield Children's NHS Foundation Trust	
80%	Nottingham University Hospitals NHS Trust	
80%	Tameside and Glossop Integrated Care NHS Foundation Trust	
80%	Southern Health NHS Foundation Trust	
80%	Queen Victoria Hospital NHS Foundation Trust	

80%	East London NHS Foundation Trust	
80%	East Cheshire NHS Trust	
80%	Royal Papworth Hospital NHS Foundation Trust	
79%	University Hospitals Bristol NHS Foundation Trust	
79%	Poole Hospital NHS Foundation Trust	
79%	South West Yorkshire Partnership NHS Foundation Trust	
79%	Luton and Dunstable University Hospital NHS Foundation Trust	
79%	Mid Cheshire Hospitals NHS Foundation Trust	
79%	Sandwell and West Birmingham Hospitals NHS Trust	
79%	Leeds Teaching Hospitals NHS Trust	
79%	Isle of Wight NHS Trust (ambulance sector)	
79%	North West Boroughs Healthcare NHS Foundation Trust	
79%	Royal Berkshire NHS Foundation Trust	
79%	North Staffordshire Combined Healthcare NHS Trust	
79%	Central and North West London NHS Foundation Trust	
79%	Great Western Hospitals NHS Foundation Trust	
79%	Sherwood Forest Hospitals NHS Foundation Trust	
79%	Chelsea and Westminster Hospital NHS Foundation Trust	
79%	Cornwall Partnership NHS Foundation Trust	
79%	Blackpool Teaching Hospitals NHS Foundation Trust	
79%	Royal National Orthopaedic Hospital NHS Trust	
79%	Leeds and York Partnership NHS Foundation Trust	
79%	Sheffield Teaching Hospitals NHS Foundation Trust	
79%	University Hospitals of Morecambe Bay NHS Foundation Trust	
79%	Bolton NHS Foundation Trust	
79%	Portsmouth Hospitals NHS Trust	
79%	Bradford District Care NHS Foundation Trust	
79%	Calderdale and Huddersfield NHS Foundation Trust	
79%	The Walton Centre NHS Foundation Trust	
79%	Homerton University Hospital NHS Foundation Trust	
79%	West Hertfordshire Hospitals NHS Trust	
79%	Gloucestershire Hospitals NHS Foundation Trust	
79%	Devon Partnership NHS Trust	
79%	Camden and Islington NHS Foundation Trust	
79%	Sussex Partnership NHS Foundation Trust	
79%	Yeovil District Hospital NHS Foundation Trust	
79%	Bridgewater Community Healthcare NHS Foundation Trust	
78%	Manchester University NHS Foundation Trust	
78%	Buckinghamshire Healthcare NHS Trust	
78%	Lancashire Teaching Hospitals NHS Foundation Trust	
78%	Barnsley Hospital NHS Foundation Trust	
78%	Wye Valley NHS Trust	
78%	The Princess Alexandra Hospital NHS Trust	
78%	Birmingham Community Healthcare NHS Foundation Trust	
78%	West London NHS Trust	

78%	Hull and East Yorkshire Hospitals NHS Trust		
78%	Kettering General Hospital NHS Foundation Trust		
78%	Alder Hey Children's NHS Foundation Trust		
78%	Kent and Medway NHS and Social Care Partnership Trust		
78%	Milton Keynes University Hospital NHS Foundation Trust		
78%	Southend University Hospital NHS Foundation Trust		
78%	Torbay and South Devon NHS Foundation Trust		
78%	University College London Hospitals NHS Foundation Trust		
78%	Greater Manchester Mental Health NHS Foundation Trust		
78%	East Sussex Healthcare NHS Trust		
78%	Bradford Teaching Hospitals NHS Foundation Trust		
78%	Great Ormond Street Hospital for Children NHS Foundation Trust		
78%	University Hospitals of Derby and Burton NHS Foundation Trust		
78%	South Tyneside NHS Foundation Trust		
78%	Birmingham Women's and Children's NHS Foundation Trust		
78%	Warrington and Halton Hospitals NHS Foundation Trust		
78%	Essex Partnership University NHS Foundation Trust		
78%	Taunton and Somerset NHS Foundation Trust		
78%	Dartford and Gravesham NHS Trust		
78%	Northampton General Hospital NHS Trust		
78%	Coventry and Warwickshire Partnership NHS Trust		
78%	Barnet, Enfield and Haringey Mental Health NHS Trust		
77%	Western Sussex Hospitals NHS Foundation Trust		
77%	Rotherham Doncaster and South Humber NHS Foundation Trust		
77%	Bedford Hospital NHS Trust		
77%	Ashford and St Peter's Hospitals NHS Foundation Trust		
77%	Stockport NHS Foundation Trust		
77%	Brighton and Sussex University Hospitals NHS Trust		
77%	The Royal Liverpool and Broadgreen University Hospitals NHS Trust		
77%	Barts Health NHS Trust		
77%	Nottinghamshire Healthcare NHS Foundation Trust		
77%	East Suffolk and North Essex NHS Foundation Trust		
77%	Hampshire Hospitals NHS Foundation Trust		
77%	Mid Essex Hospital Services NHS Trust		
77%	George Eliot Hospital NHS Trust		
77%	Lancashire Care NHS Foundation Trust		
77%	Isle of Wight NHS Trust (mental health sector)		
77%	Wrightington, Wigan and Leigh NHS Foundation Trust		
77%	Lewisham and Greenwich NHS Trust		
77%	Basildon and Thurrock University Hospitals NHS Foundation Trust		
77%	Imperial College Healthcare NHS Trust		
77%	Walsall Healthcare NHS Trust		
77%	Chesterfield Royal Hospital NHS Foundation Trust		
77%	Dorset County Hospital NHS Foundation Trust		
77%	Royal Free London NHS Foundation Trust		

77%	Oxford University Hospitals NHS Foundation Trust		
77%	Derbyshire Healthcare NHS Foundation Trust		
77%	Humber Teaching NHS Foundation Trust		
77%	The Royal Wolverhampton NHS Trust		
76%	South Central Ambulance Service NHS Foundation Trust		
76%	Salford Royal NHS Foundation Trust		
76%	South London and Maudsley NHS Foundation Trust		
76%	The Rotherham NHS Foundation Trust		
76%	York Teaching Hospital NHS Foundation Trust		
76%	The Hillingdon Hospitals NHS Foundation Trust		
76%	North East Ambulance Service NHS Foundation Trust		
76%	Sheffield Health and Social Care NHS Foundation Trust		
76%	London North West University Healthcare NHS Trust		
76%	Avon and Wiltshire Mental Health Partnership NHS Trust		
76%	Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust		
76%	Isle of Wight NHS Trust (community sector)		
76%	Black Country Partnership NHS Foundation Trust		
76%	University Hospitals of Leicester NHS Trust		
76%	James Paget University Hospitals NHS Foundation Trust		
76%	Whittington Health NHS Trust		
76%	Liverpool Women's NHS Foundation Trust		
76%	Birmingham and Solihull Mental Health NHS Foundation Trust		
76%	South West London And St George's Mental Health NHS Trust		
76%	Barking, Havering And Redbridge University Hospitals NHS Trust		
75%	Countess of Chester Hospital NHS Foundation Trust		
75%	North Bristol NHS Trust		
75%	Croydon Health Services NHS Trust		
75%	Mid Yorkshire Hospitals NHS Trust		
75%	King's College Hospital NHS Foundation Trust		
75%	University Hospitals Birmingham NHS Foundation Trust		
75%	Royal United Hospitals Bath NHS Foundation Trust		
75%	County Durham and Darlington NHS Foundation Trust		
75%	Maidstone and Tunbridge Wells NHS Trust		
75%	Aintree University Hospital NHS Foundation Trust		
75%	The Dudley Group NHS Foundation Trust		
75%	Royal Cornwall Hospitals NHS Trust		
75%	Norfolk and Norwich University Hospitals NHS Foundation Trust		
75%	Weston Area Health NHS Trust		
75%	Norfolk and Suffolk NHS Foundation Trust		
75%	Epsom and St Helier University Hospitals NHS Trust		
75%	London Ambulance Service NHS Trust		
75%	Pennine Acute Hospitals NHS Trust		
75%	East Kent Hospitals University NHS Foundation Trust		
74%	North Middlesex University Hospital NHS Trust		
74%	St George's University Hospitals NHS Foundation Trust		

74%	South East Coast Ambulance Service NHS Foundation Trust		
74%	University Hospitals of North Midlands NHS Trust		
74%	Worcestershire Acute Hospitals NHS Trust		
74%	West Midlands Ambulance Service NHS Foundation Trust		
74%	Northern Lincolnshire and Goole NHS Foundation Trust		
74%	North West Ambulance Service NHS Trust		
73%	Wirral University Teaching Hospital NHS Foundation Trust		
73%	Isle of Wight NHS Trust (acute sector)		
73%	South Tees Hospitals NHS Foundation Trust		
73%	East and North Hertfordshire NHS Trust		
73%	Southport and Ormskirk Hospital NHS Trust		
72%	United Lincolnshire Hospitals NHS Trust		
72%	The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust		
72%	Medway NHS Foundation Trust		
72%	South Western Ambulance Service NHS Foundation Trust		
71%	North Cumbria University Hospitals NHS Trust		
71%	Yorkshire Ambulance Service NHS Trust		
70%	The Shrewsbury and Telford Hospital NHS Trust		
70%	East of England Ambulance Service NHS Trust		
68%	East Midlands Ambulance Service NHS Trust		

Please note, CQC ratings as at date of publication 08.10.2019

If any information in this report is inaccurate, please contact enquiries@nationalguardianoffice.org.uk so it can be updated

Acknowledgements



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