

Meeting Title	People Academy		
Date	30 June 2021	Agenda item	PA.6.21.10

FREEDOM TO SPEAK UP (FTSU) ANNUAL REPORT 2020/21

Presented by	Karen Dawber, Chief Nurse		
Author	Sue Franklin, Associate Chief Nurse, FTSU 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	To note		
Previously discussed at/informed by	Details of any consultation - None		
Previously approved at:	Committee/Group	Date	
	Audit and Assurance Committee	03.06.21	
Key Options, Issues and Risks			
This paper provides the 2020/21 annual 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 2020/21 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.			
In addition the report includes the FTSU figures for Quarter 4 2020-21at BTHFT.			
The report includes the Equality monitoring data for 2020/21.			
It also includes the FTSU App data.			
This paper also provides an update on feedback received from staff in Quarter (Q) 4.			
Recommendation			
For the Board/Academy to note the contents of the report and the FTSU concerns that have been raised at BTHFT during 2020-21.			
For the Board/Academy to note Bradford Teaching Hospitals NHS Foundation Trust (BTHFT) Q4 data headlines.			
For the Board/Academy to note the Equality data collection and the FTSU App data headlines.			

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For the Board/Academy to note the work of the FTSU Guardian and Associate Guardians at BTHFT.

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"/>

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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
NHS Improvement Effective Use of Resources: People
Other (please state):

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality	Finance & Performance	Other (please state)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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1	PURPOSE/ AIM
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- 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:
- Providing an update, using the National Guardian's Office (NGO) template, on FTSU and the progress in 2020/21.
 - Reporting on the number of FTSU concerns that have been raised at BTHFT in 2020/21 Q4 (Appendix 1).
 - Reporting on the number of FTSU concerns raised at BTHFT during 2020/21 (Appendix 2).
 - Providing an update on the FTSU App data (Appendix 3).
 - Providing the Equality monitoring data for 2020/21 (Appendix 4).
 - Providing feedback received from staff who have raised concerns through FTSU (Appendix 5).

2	BACKGROUND/CONTEXT
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- 2.1 Freedom to Speak Up is vital in healthcare. When workers feel psychologically safe, they will speak up to avoid harm, bring great ideas and be able to express their concerns. The National Guardian's office (NGO) believes a good speaking up culture makes for a safer workplace, for workers, patients and service users. Here at BTHFT we are working to make speaking up business as usual across the Trust. Some of the work has included developing, promoting and supporting the Freedom to Speak up team to support workers to speak up and to effect culture change to make speaking up business as usual.
- 2.2 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 FTSU 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.
- 2.3 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.
- 2.4 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.

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- 2.5 The Trust's FTSU Guardian is Sue Franklin, Associate Chief Nurse for Quality Improvement, and the Deputy FTSU Guardian is Laura Jones, Head of Clinical Information. Karen Dawber, Chief Nurse, is the Executive Lead for FTSU and there is an identified Non-Executive Director Lead, Karen Walker. There are also a number of Associate Guardians who have completed the National FTSU training. These are:
- LeeAnne Elliott – Deputy Chief Medical Officer Quality.
 - Sarah Freeman – Associate Director of Nursing.
 - Amandeep Singh – Partnership Lead.
 - Rupert Allen –Principal Dietitian.
 - Anthony Doggett – Business Support Lead.
 - Simon Kirk – General Manager.
 - Naveed Saddique – Service and Business Development Manager.
- 2.6 The FTSU policy was reviewed and updated in February 2020 which includes the relevant national guidance.
- 2.7 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 review.
- 2.8 The FTSU 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. Any new data is also discussed.
- 2.9 The FTSU group have a Human Resources (HR) link who they liaise with as/when necessary to discuss certain concerns that need HR support.
- 2.10 The NGO issue regular information and updates that are discussed at the bi-monthly meetings which ensures that the FTSU 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.
- 2.11 Following any case review published by the NGO, the FTSU group discuss the review and check each recommendation to ascertain which ones are relevant to BTHFT. These recommendations are actioned to ensure we meet the expected standards.
- 2.12 The FTSU Guardian attends the FTSU regional network; Yorkshire and Humber monthly meeting, where there is attendance from the NGO.
- 2.13 The NGO 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.
- 2.14 The NGO states that the Interim People Plan aims 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, improving staff retention and

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transforming ways of working, a positive speaking up environment where workers feel valued and listened to is fundamental to developing a supportive culture.

- 2.15 The two new FTSU modules are now on our E-learning platform. The first module is for all workers and is called 'speak up'. The second module is for managers and is called 'Listen up'. All staff are encouraged to complete these modules. The National Guardian, Dr Henrietta Hughes, said that we need to encourage all staff to complete the relevant modules if we truly want to make speaking up business as usual, speaking up, listening up and following up are fundamental in saving lives.
- 2.16 The Equality monitoring form has been developed with the support of Kez Hayat, Head of Equality, Diversity and Inclusion. The form is sent out to any member of staff who raises a concern through FTSU. It is important to note that the form is not compulsory for staff to complete and secondly, there will always be a gap in return numbers for those staff who raise a concern anonymously. The current data is shown in Appendix 4.
- 2.17 The FTSU team have an App that staff can download onto their mobile devices and through this staff can report concerns. This report includes some new data from the App which shows how many staff have downloaded the App. There is also a table that shows how many times staff log into the App once downloaded. The third table shows which the protection section for staff and the graph shows which sections are most viewed by staff. (Appendix 3).

3 PROPOSAL

- 3.1 The recruitment of two additional FTSU Associate Guardians has occurred and their training was in March 2021. They will have a FTSU Guardian buddy whilst working on new concerns until they feel competent. These two new guardians are from areas of the Trust that were currently not represented.
- 3.2 The FTSU team at BTHFT are working hard to truly make speaking up business as usual but the National Guardian states that the system as a whole now needs to go beyond rhetoric and firmly commit to living up to the values of supporting and listening to workers. FTSU is an additional route for workers to speak up to, but they cannot improve the speaking up culture on their own.

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. This data is varied, but on average at BTHFT (classified as a medium sized Trust in the NGO data set) the

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data is consistent with other medium sized Trusts. There are however some examples of 'medium sized Trusts' reporting a lot more concerns than BTHFT.

- 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 FTSU meetings there is a standard item on the agenda where the group discuss current NGO data, BTHFT data, board reporting and the annual staff survey results when published.
- 4.4 The model hospital in November 2020 introduced a new Culture and Engagement compartment which enables us to compare metrics and identify areas of opportunity and improvement.

5 RISK ASSESSMENT

- 5.1 The FTSU Guardian has 12 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 Q4 and throughout 2020/21.
- 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.
- 6.3 To continue with quarterly reports to the Board of directors and the People academy to update on progress with FTSU.
- 6.4 To note the Equality monitoring data – this is ongoing through FTSU.
- 6.5 To note the FTSU App data and the recent feedback.
- 6.6 To support staff across the organisation to complete the FTSU training.

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7	Appendices
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Appendix 1 - FTSU concerns raised at BTHFT in 2020/21 Q4.

Appendix 2 - Analysis of FTSU concerns raised at BTHFT in 2020/21.

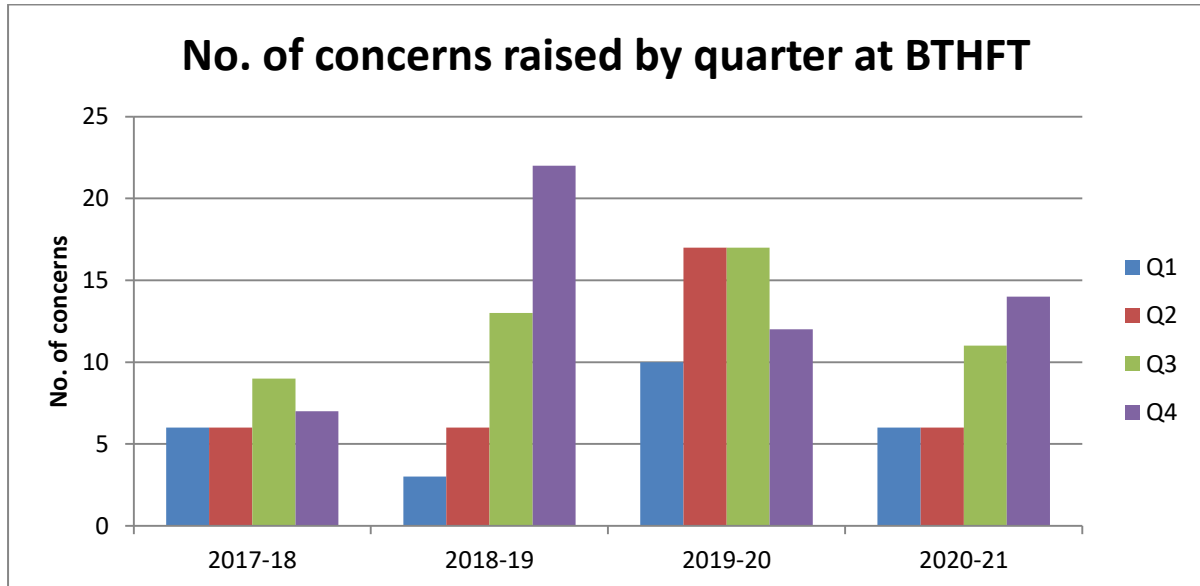
Appendix 3 – FTSU App data.

Appendix 4 – Equality monitoring feedback table.

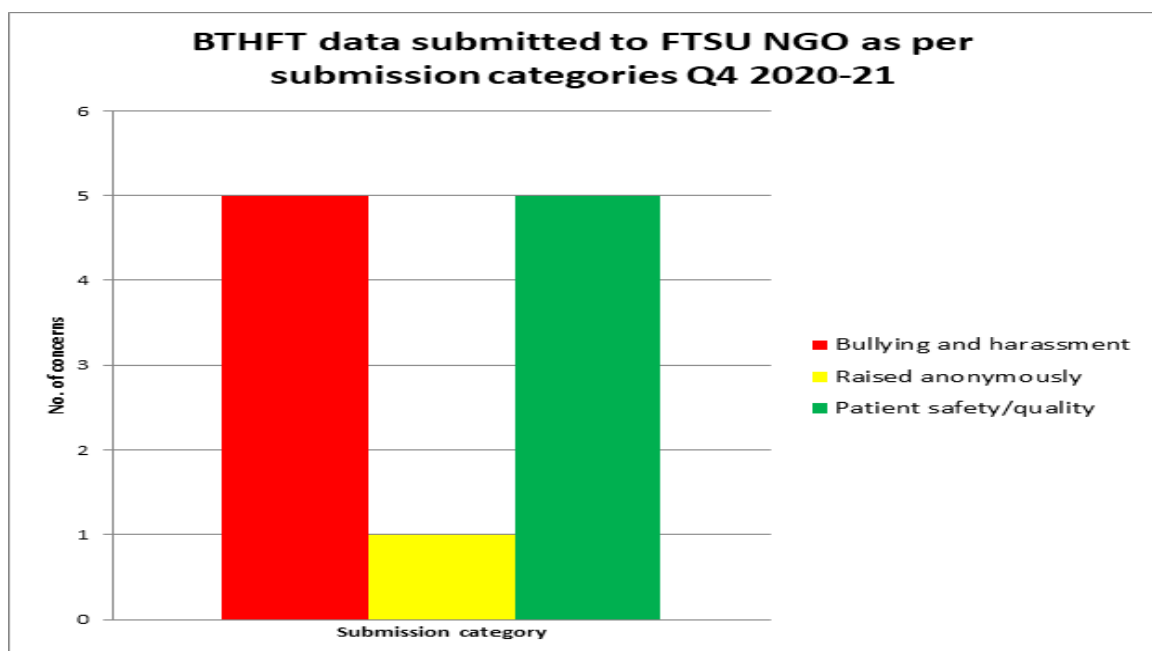
Appendix 5 – FTSU feedback.

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Appendix 1 – FTSU concerns raised at BTHFT in 2020-21 Q4

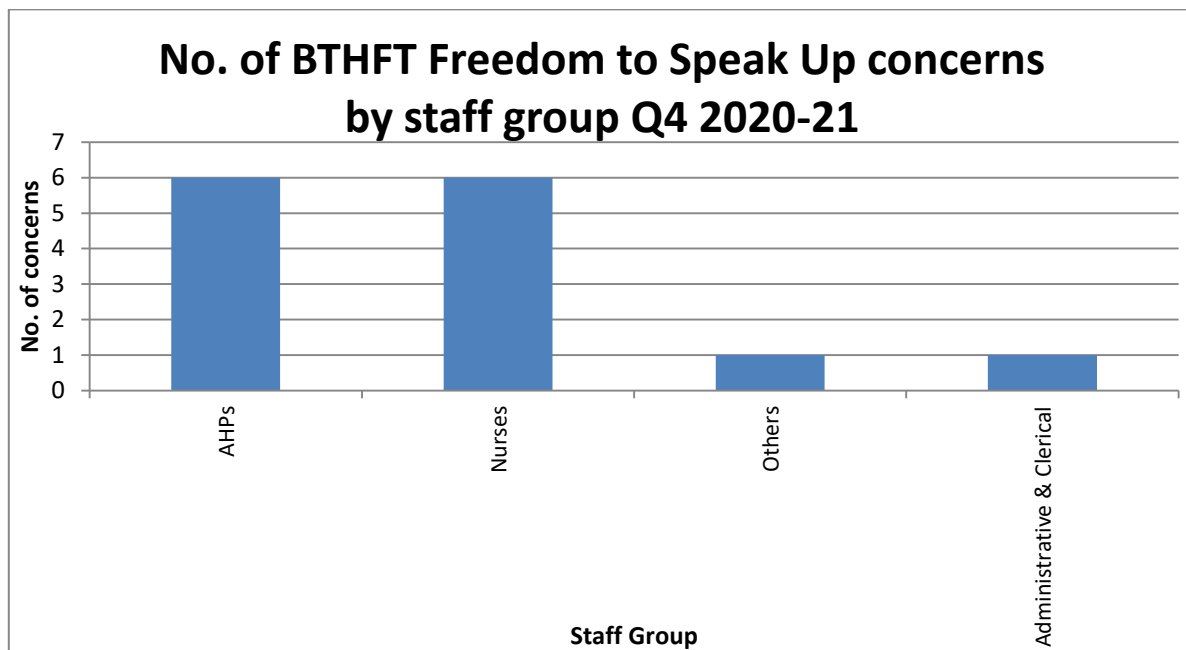


- 1.1 The graph above includes the number of concerns raised at BTHFT in 2020-21 Q4. It is displayed alongside 2018-19 and 2017-18 data to facilitate comparison.
- 1.2 There were fourteen concerns raised in Q4. Only one concern this quarter was raised anonymously via the FTSU App. An anonymous concern can be difficult in that you cannot support the staff member or give any feedback on progress. They are dealt with on an individual basis and followed through as much as possible. The NGO advocate that staff should be able to raise concerns anonymously if necessary.



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- 1.3 The graph above demonstrates the categories of concerns raised at BTHFT in Q4, using the NGO data set 2020/21.
- 1.4 In Q4 2020/21 five concerns raised were patient safety or quality related and five were raised due to feeling bullied or harrassed. There are ongoing HR investigations in relation to the bullying and harrassment concerns that were raised. The patient safety concerns were reviewed and actioned when relevant.
- 1.5 No person raising a concern has reported suffering detriment for doing so in Q4.

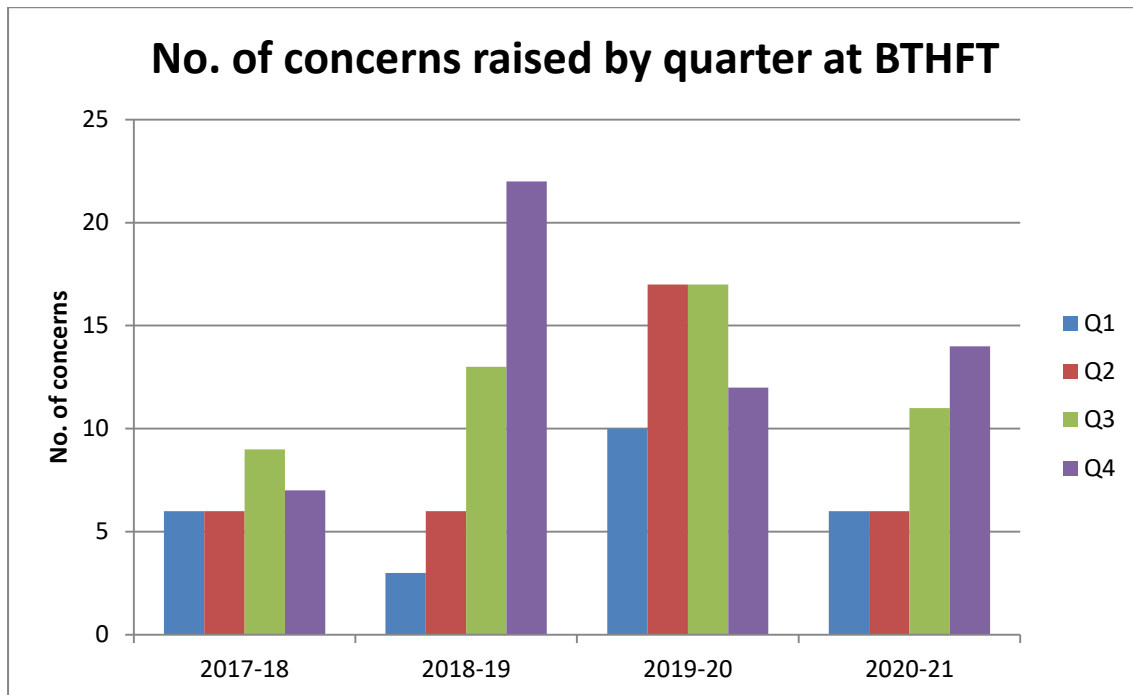


- 1.6 The graph above demonstrates the staff groups at BTHFT that have raised concerns in 2020-21 Q4, (using the NGO data sets for staff).
- 1.7 This data is utilised to identify areas where promotion/education around FTSU may be required.
- 1.8 The 'other' column is one where we were unable to identify the staff group.

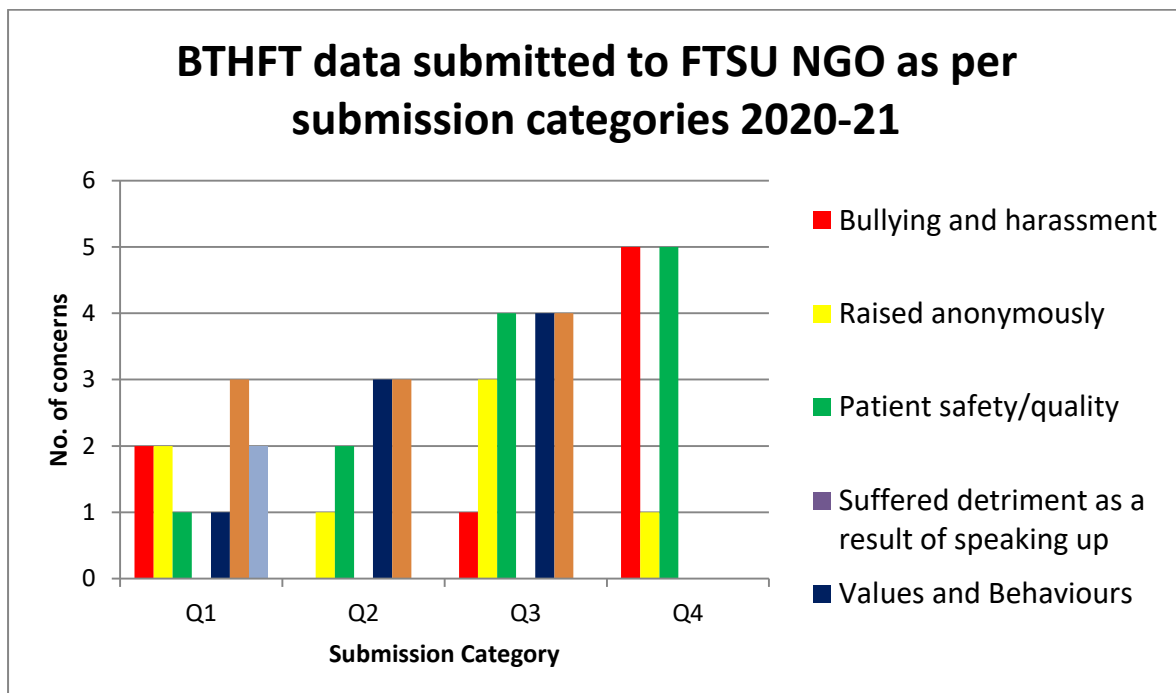
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Appendix 2 – FTSU concerns raised at BTHFT in 2020-21

2.1 Number of concerns raised by quarter

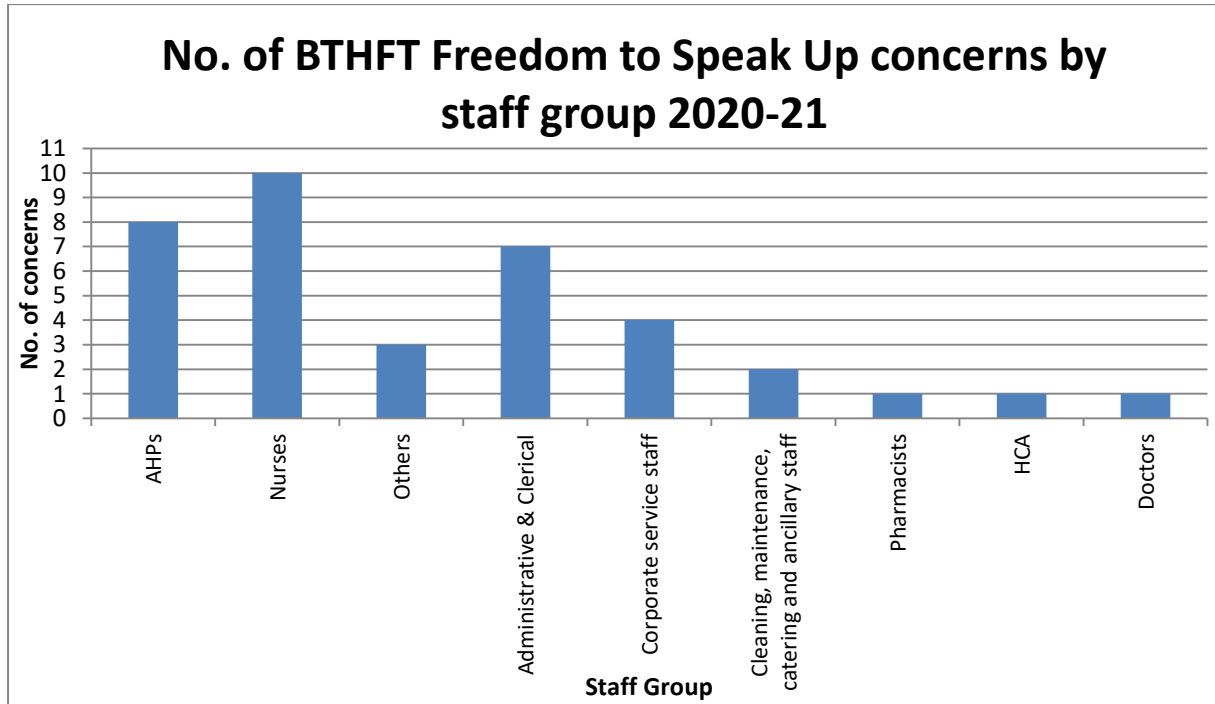


2.2 Concern categories by number of concerns (as per NGO submissions categories)



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2.3 Number of Freedom to Speak Up concerns by staff group for 2020-21

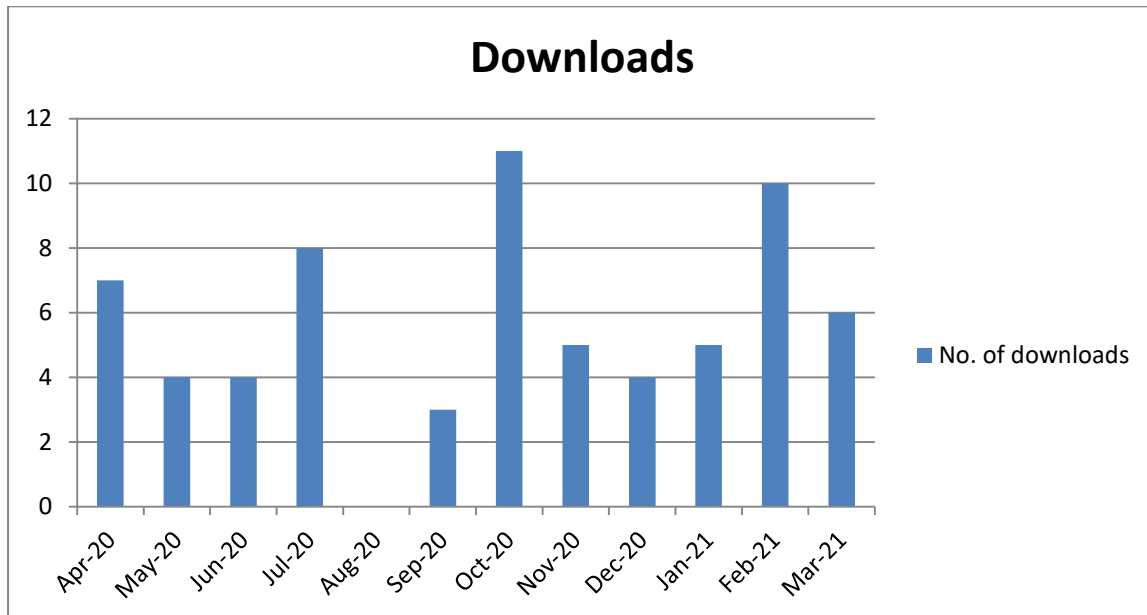


The above graph shows the staff group who have reported concerns over the last year. We have had a cluster of concerns in one area that is currently the subject of two HR investigations.

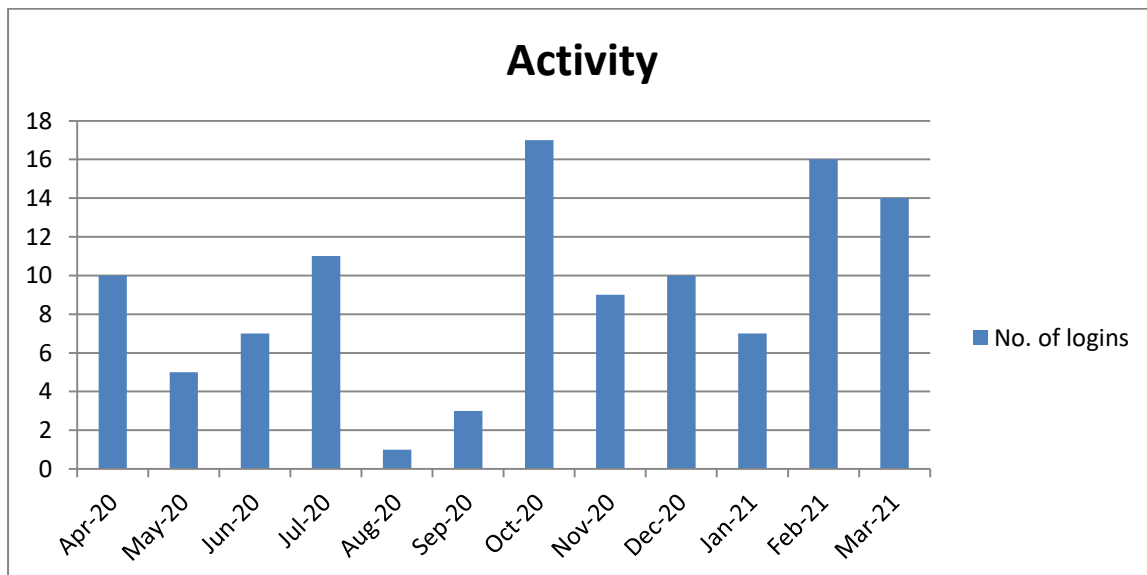
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Appendix 3 – FTSU App data

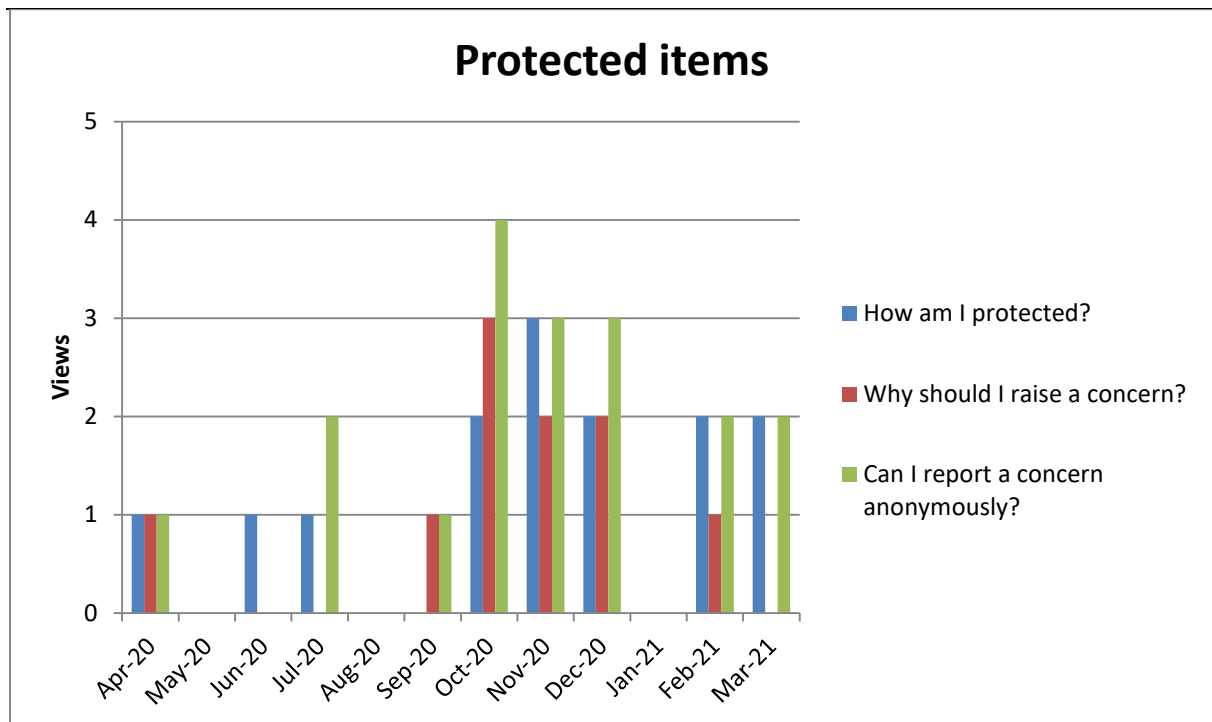
3.1 – The below graph shows the number of downloads of the App per month



3.2 – The below graph shows the number of times, once downloaded that staff then log in and access the FTSU app



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This graph from the App data shows the 'protected items' category viewed by staff through the App.

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Appendix 4 – Equality monitoring data 2020/21

White British	57	Female	Christian	Heterosexual	Yes	Yes
White British	63	Female	Christian	Heterosexual	No	No
Pakistani	31	Male	Muslim	Heterosexual	No	No
Bangladeshi		Male	Muslim	Heterosexual	No	No
White Other	45	Female	Muslim	Heterosexual	No	No
White British	24	Female	No religion	Heterosexual	Yes	No
Pakistani		Female	Muslim	Heterosexual	Yes	No
White British	59	Male	Christian	Heterosexual	No	No

The above table gives an insight into the Equality monitoring data that FTSU has collected.

The team only started using this new form in December 2020, so this is planned to be used more consistently going forward. The forms are being sent out for to everyone that raises a concern (unless they report it anonymously).

Appendix 5 – Feedback

The following three pieces are excerpts of staff feedback following their FTSU concern being completed. We always ask two questions – ‘what has been your experience of speaking up’ and ‘would you speak up again’. We ask for their comments on each answer.

Yes definitely I would speak up again. The FTSU Guardian has 'been amazing, thanks for all your help - when you're scared it's a great thing is FTSU'.	When you have been a victim of bullying or any kind of mis-treatment, you lose faith in yourself, the system you work for. However knowing there is a support group of people who are there, to listen and guide you, gives you the confidence to speak up and make a stand. The reassurance I got from Freedom To Speak Up Guardian has made me strong in myself to able to speak up and not fear.	I am really pleased with the outcome since I raised my concern through FTSU. My colleagues have also noticed a difference in the department too. I would speak up again in the future through FTSU.
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