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FREEDOM TO SPEAK UP (FTSU) ANNUAL REPORT 2021/22

Presented by	Karen Dawber		
Author	Sue Franklin, Associate Chief Nurse, Freedom To Speak Up Guardian		
Lead Director	Karen Dawber, Chief Nurse, Executive Lead for FTSU		
Purpose of the paper	This paper provides assurance to the Board 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 being the top 20% of NHS Employers		
Action required	To note		
Previously discussed at/ informed by	Details of any consultation - None		
Previously approved at:	Academy/Group	Date	
	People Academy – PA.5.22.11	25.05.22	
	Quality and Patient Safety Academy	25.05.22	

Key Options, Issues and Risks

This paper provides the 2021/22 annual update for the Board of Directors on Freedom to Speak Up (FTSU) at Bradford Teaching Hospitals (BTHFT).

Analysis

This paper describes the number of FTSU concerns that have been raised during 2021/22 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 of Quarter 4 2021/22 at BTHFT.

The report includes the FTSU App data and the Equality Monitoring data for 2021/22.

It includes the 2021 NHS staff survey results for raising concerns.

This paper also provides an update on feedback received from staff in Quarter (Q) 4.

It includes the FTSU Guardian survey 2021 (published in March 2022).

The report includes a paragraph taken from the letter from NHS England/Improvement to senior leaders regarding the Ockenden report in relation to speaking up.

Recommendation

For the Board/Academy to note the contents of the report and the FTSU concerns that have been raised at BTHFT during 2021/22.

For the Board/Academy to note Bradford Teaching Hospitals NHS Foundation Trust (BTHFT) Q4 data

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headlines.

For the Board/Academy to note the Equality monitoring data and the FTSU App data headlines.

For the Board/Academy to note the feedback from staff who have spoken up.

For the Board/Academy to acknowledge the work of the FTSU team in regards to the Ockenden report.

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

For the Board to encourage all grades of staff to complete the eLearning FTSU training.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients, delivered with kindness			g			
To deliver our financial plan and key performance targets			g			
To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion					g	
To be a continually learning organisation and recognised as leaders in research, education and innovation				g		
To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals					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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input type="checkbox"/>	<input 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 checked="" 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: Safety
NHS Improvement Effective Use of Resources: Clinical Services
Other (please state):

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

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1 PURPOSE/ AIM

- 1.1 This paper provides assurance to the Board/Academy 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 2021/22.
 - Reporting on the number of FTSU concerns that have been raised at BTHFT in 2021/22 Q4 (Appendix 1).
 - The number of concerns raised per Quarter and year as a line graph of data plotted over time. (Appendix 2).
 - Providing an update on the FTSU App data (Appendix 3).
 - NHS Staff survey 2021 results – Raising concerns. (Appendix 4).
 - Freedom to Speak Up Guardian survey 2021 (published in Mar 2022) (Appendix 5).
 - Providing an update on FTSU arrangements at BTHFT following the publication of the Ockenden final report from the independent review of maternity services at the Shrewsbury and Telford hospital NHS Trust.
 - Providing feedback received from staff who have raised concerns in Q4 (Appendix 6).
 - Providing the latest equality monitoring data 2021/22 (Appendix 7)

2 BACKGROUND/CONTEXT

- 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 the appointment of ten new Associate Guardians who have been appointed following open expressions of interest in the role. They will help promote and support the FTSU 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 FTSU Guardian is Sue Franklin, Associate Chief Nurse for Quality Improvement. We have a new deputy FTSU Guardian, LeeAnne Elliott, Deputy Chief Medical Officer - Quality. Karen Dawber, Chief Nurse, is the Executive Lead for FTSU and the Non-Executive Director Lead is Karen Walker.
- 2.6 There are also a number of established Associate Guardians who have completed the National FTSU training. These are:

- Sarah Freeman – Associate Director of Nursing.
- Amandeep Singh – Partnership Lead.
- Rupert Allen –Principal Dietitian.
- Anthony Doggett – Business Support Lead.
- Simon Kirk – General Manager.

The ten new FTSU Associate Guardians are:

- Faye Alexander – Education Manager
- June Thomas - Midwife
- John Woodman – General Manager
- Nazia Amir – Personal Assistant
- Rukeya Miah - Deputy Assistant Director of Nursing (To be trained)
- Angela McIntyre – Midwife
- Michele Wright – Deputy General Manger
- Helen Fearnley – Lead Tissue Viability Advanced Practitioner
- Umar Majeed – Systems and Access Trainer (To be trained)
- Rebecca Carter – Education Lead

- 2.7 The FTSU policy was reviewed and updated in February 2020 which includes the relevant national guidance. The National Guardian's office (NGO) is currently revising the FTSU policy guidance. Once this is published the FTSU team will renew the FTSU policy in line with this.
- 2.8 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.
- 2.9 The FTSU group meets every six weeks. 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. The NGO directs how we listen to concerns and document those concerns. Any new data is also discussed
- 2.10 The FTSU group have a Human Resources (HR) link who they liaise with as/when necessary to discuss any concerns that need HR support or guidance.
- 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.

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- 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, in collaboration with Health Education England, has launched 'Follow Up', the final module in the FTSU eLearning package. Developed for senior leaders throughout healthcare – including executive and non- executive directors, lay members and governors – its aim is to provide an opportunity for them to pause and reflect on the influence they and their fellow leaders have in shaping the speaking up culture in our organisation. The first module, 'Speak Up' is for all workers and covers what speaking up is and why it matters. The second module, 'Listen Up', for managers, focuses on listening and understanding the barriers to speaking up. Leaders are encouraged to complete the first two modules before engaging with the final Follow Up module. The National Guardian, Dr Jayne Chidgey-Clark has asked that all senior leaders commit to undertake this training and make a Speak Up Pledge to show how they will Speak Up, Listen Up and Follow Up and role model these behaviours in our organisation.
- 2.15 The Equality monitoring form is ongoing and 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 7.

3	PROPOSAL
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- 3.1 Training of two new Associate Guardians is to take place this Quarter as they couldn't attend the training day.
- 3.2 The Ockenden Final report from the independent review of maternity services at the Shrewsbury and Telford Hospital NHS Trust was published on 30th March. The report illustrates the importance of creating a culture where all staff feel safe and supported to speak up. The report states that they expect every trust board to have robust Freedom To Speak Up training for all managers and leaders and a regular series of listening events. A dedicated maternity listening event should take place in the coming months. The FTSU team have planned these with the director of Midwifery and these are due to start next month at BTHFT.
- 3.3 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.

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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 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. The NHS staff survey results and the FTSU Guardians survey (Appendix 4 and 5) show a fall in the portion of respondents who said that their organisation had a positive culture of speaking up, a drop of five percentage points from 2020 to 62.8%. This drop correlates with the findings of the 2021 staff survey, where the proportion of staff who say they feel safe to speak up about anything which concerns them in their organisation has also fallen by more than three percentage points to 62%.
- 4.3 The FTSU team are working hard to ensure staff feel safe to speak up but need the support of leaders throughout the organisation to make speaking up just what we do here at BTHFT, The National Guardian states that FTSU Guardians do not work in isolation. All leaders are responsible for setting the tone when it comes to fostering a healthy speak up, listen up, follow up culture.
- 4.4 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.
- 4.5 The model hospital - Culture and Engagement compartment - 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 number of FTSU concerns that have been raised during 2021/22 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.

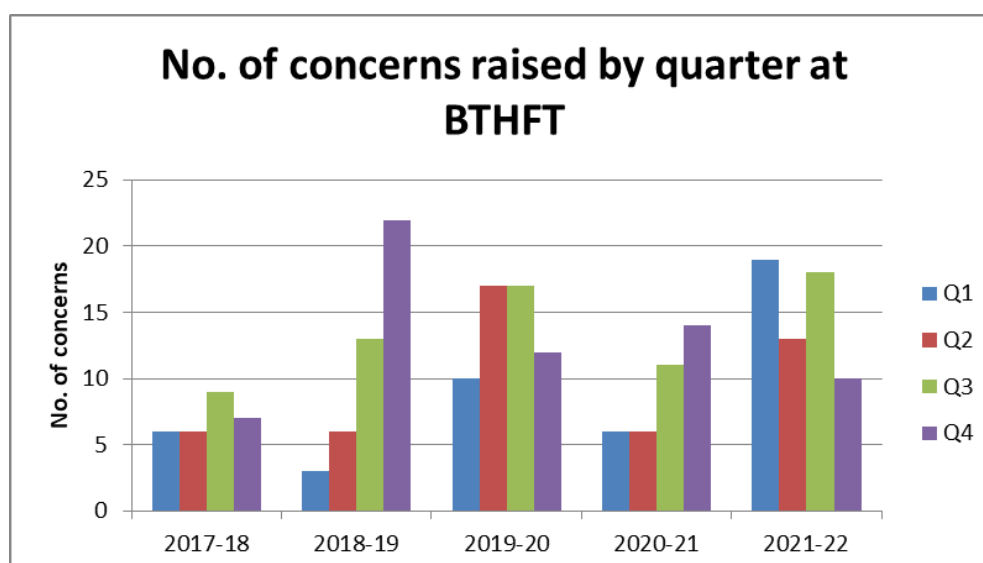
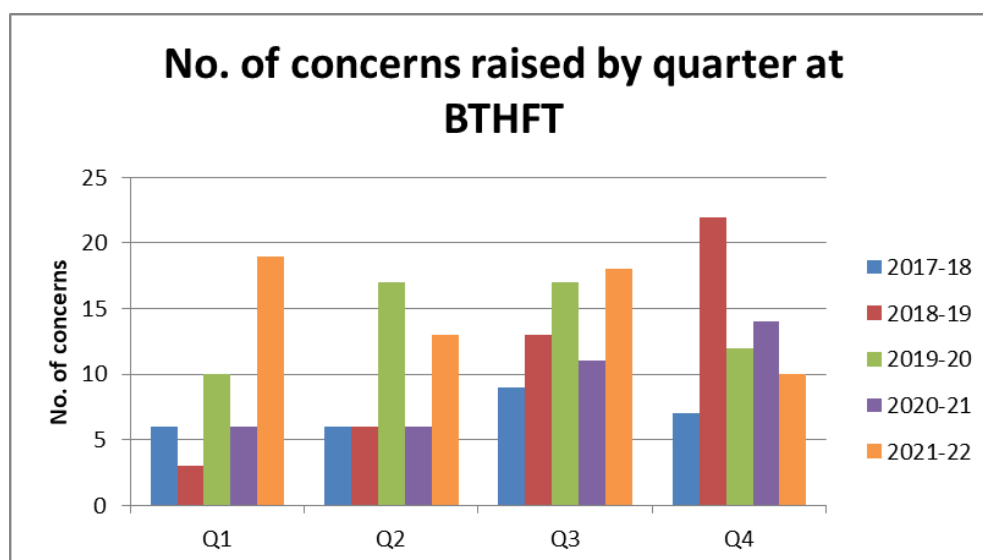
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- 6.2 To support the work of the FTSU group to continue with raising awareness of FTSU for staff and education for Guardians.
- 6.3 To continue with quarterly reports to the Board/Academy to update on progress with FTSU at BTHFT.
- 6.4 To note the ongoing work with the FTSU App data and the Equality Monitoring data for 2021/22.
- 6.5 To note the 2021 NHS staff survey results for raising concerns and the FTSU Guardian Survey results.
- 6.6 To note the work of the FTSU group in relation to the requirements from the Ockenden report.
- 6.7 To support the staff across the organisation to complete FTSU training on the eLearning platform, including the Executive and Non-Executive team.
- 6.8 To continue supporting the FTSU team to deliver the two elements of their role. One part is the reactive – listening to workers, thanking them and supporting them so that their voices can be heard and actions taken. The other part is the proactive element – supporting the organisation to learn from the opportunities which speaking up brings.

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7 Appendices

Appendix 1 – FTSU Concerns raised at BTHFT in 2021/22 by Quarter and by Year.

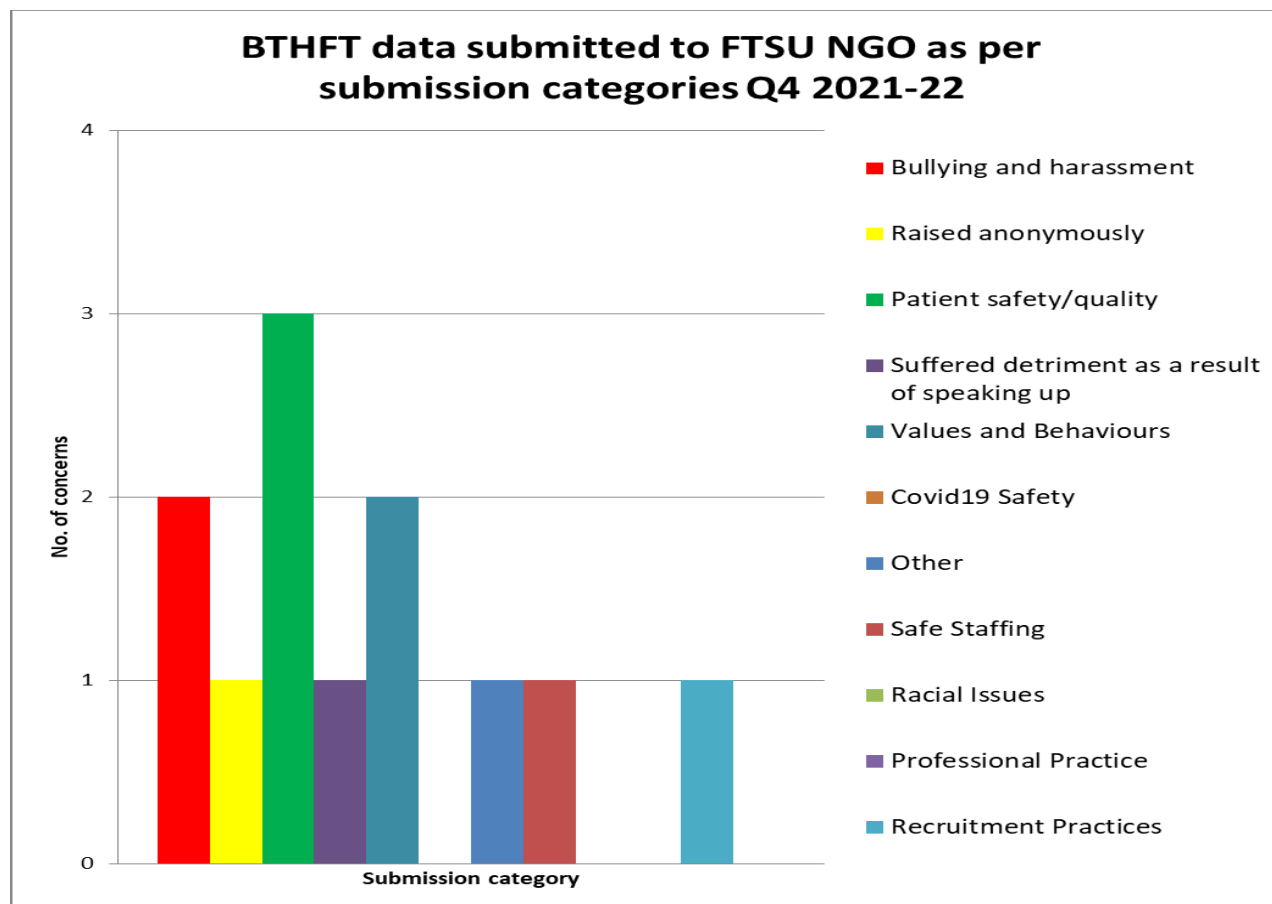


- 7.1 These graphs show the number of concerns raised at BTHFT in 2021/22 by Quarter and by full year. It is displayed alongside the previous year's data to facilitate comparison.
- 7.2 In Q4 there were ten concerns raised to the FTSU team.
- 7.3 Only one concern this quarter was raised anonymously via 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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Concerns raised by category (Using the National Guardian's office submission categories)

The graph below shows the concern categories for Q4 2021/22

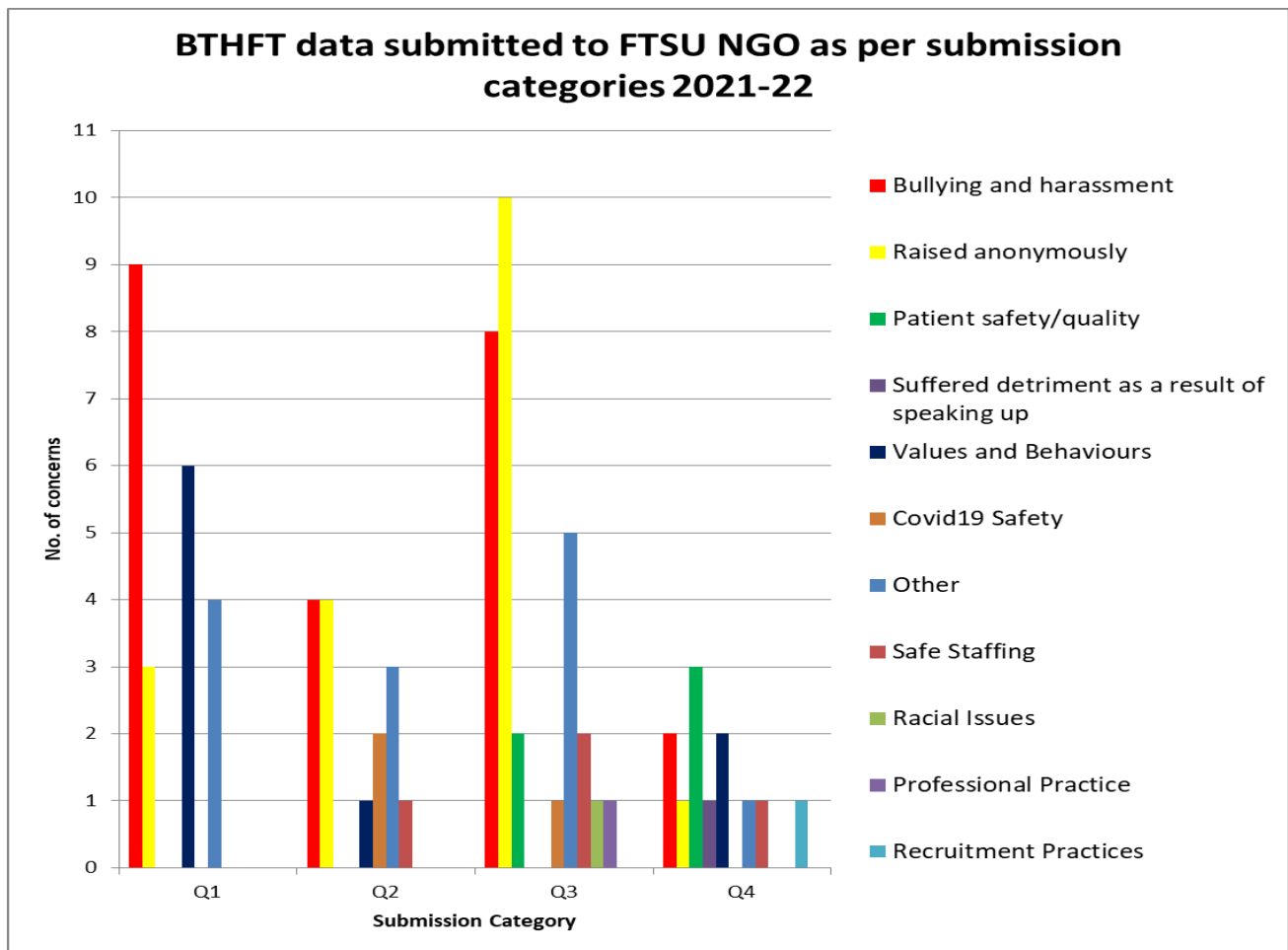


7.4 In Q4, of the ten concerns raised, three were patient safety concerns, two were due to bullying and harassment and two were relating to the Trust's values and behaviours. The other three single concerns were safe staffing, recruitment practice and 'other' (redeployment).

7.5 One person raising a concern has reported suffering detriment for doing so in Q4. (See Feedback report in Appendix 6).

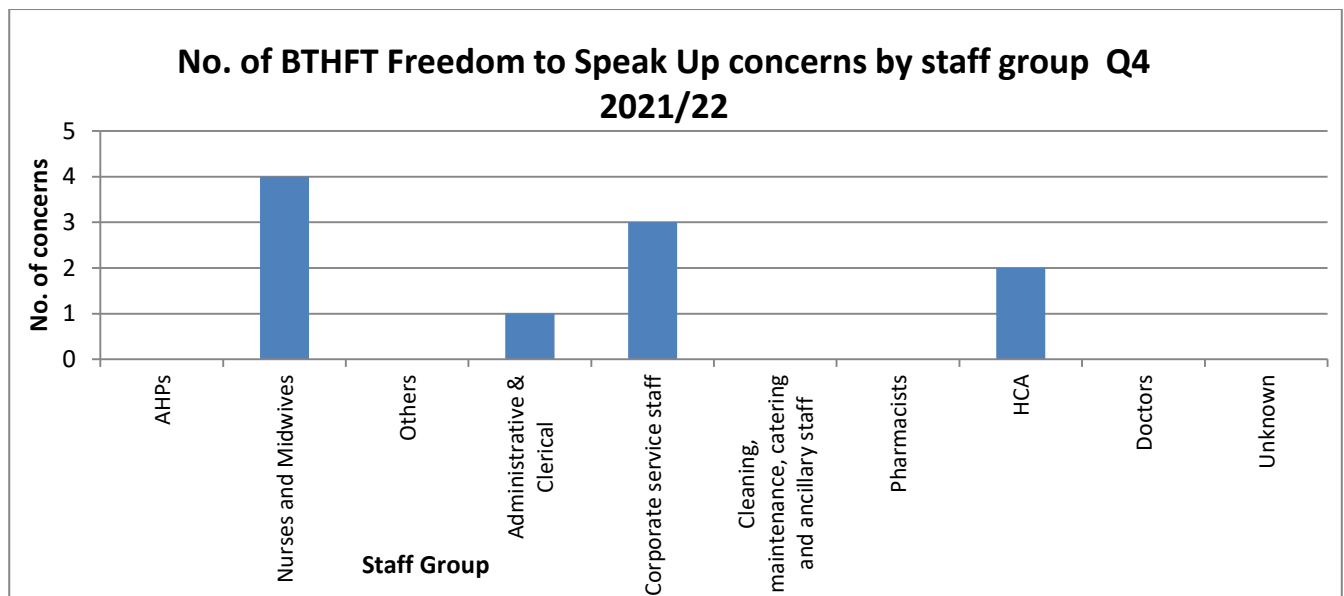
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The graph below shows the concern categories for the full year 2021/22



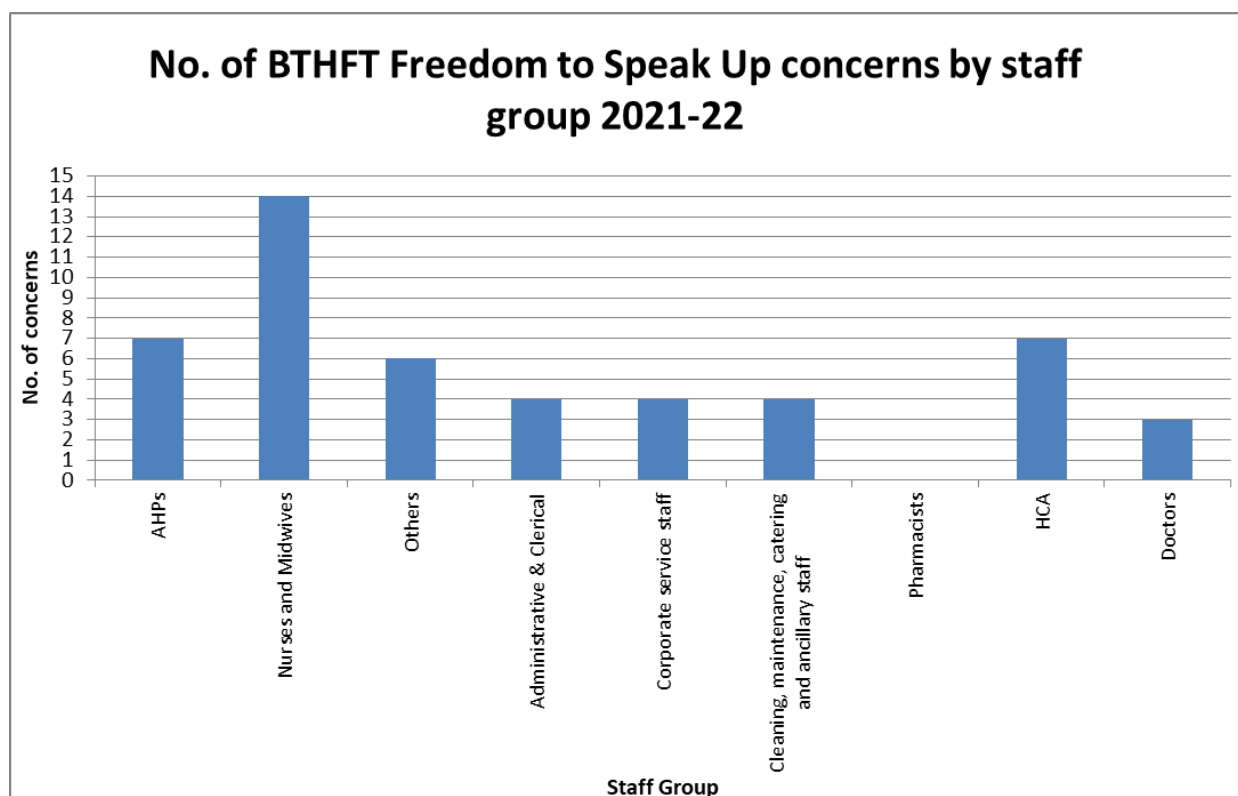
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Number of Concerns by staff group for Q4 (Using the NGO's grouping)



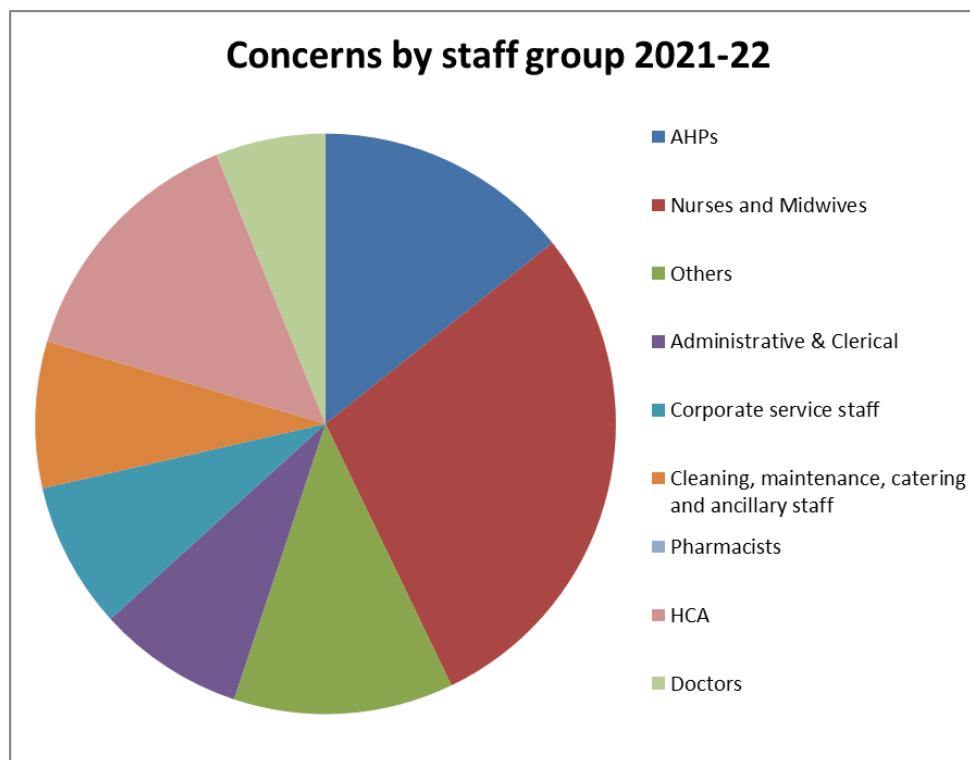
- 7.6 The above table shows the staff groups who have raised concerns in Q4. There were six concerns raised by nursing staff/Health care Assistants, one from a member of staff from the Administrative and clerical team and three from corporate services staff.

The graph and pie chart below show the FTSU concerns by staff group for the 2021/22



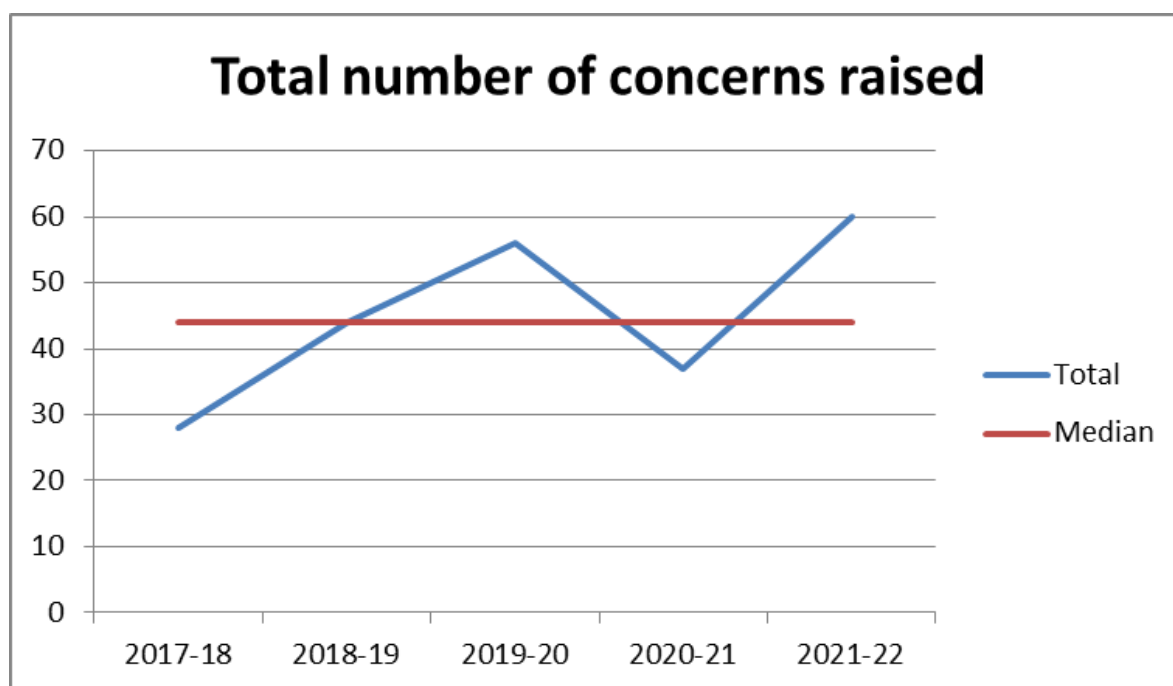
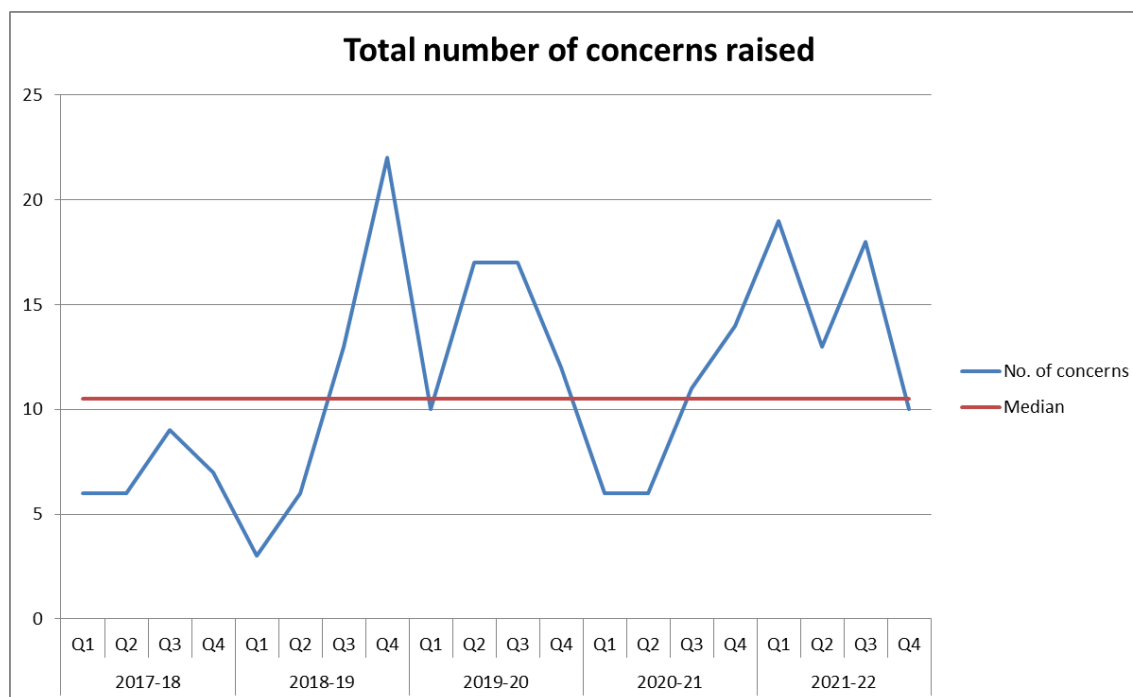
- 7.7 This data is utilised to identify areas where promotion/education around FTSU may be required.

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Appendix 2 – Run charts of the Total number of FTSU concerns raised by quarter and year



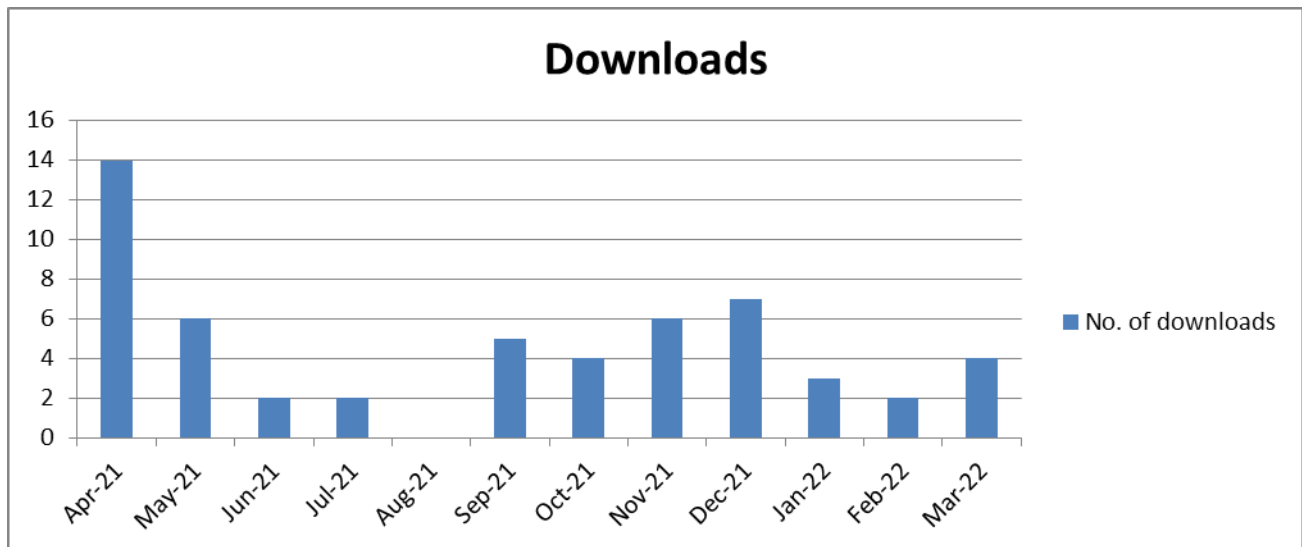
7.8 These two charts show that there was a dip in staff reporting concerns in 2021. This could be due to Covid 19; however some FTSU Guardians reported an increase during Covid on FTSU concerns raised in their Trust.

7.9 2021/22 has seen a slight increase in the number of concerns raised over the year compared to previous years.

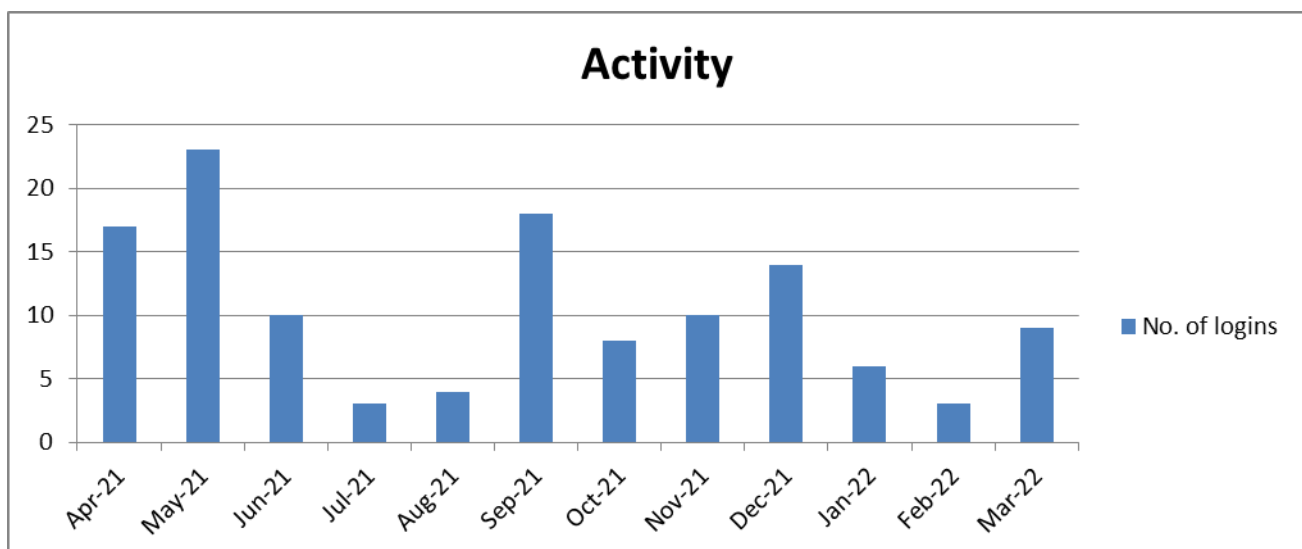
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Appendix 3 – FTSU App Data

7.10 The below graph shows the number of downloads of the FTSU App per month

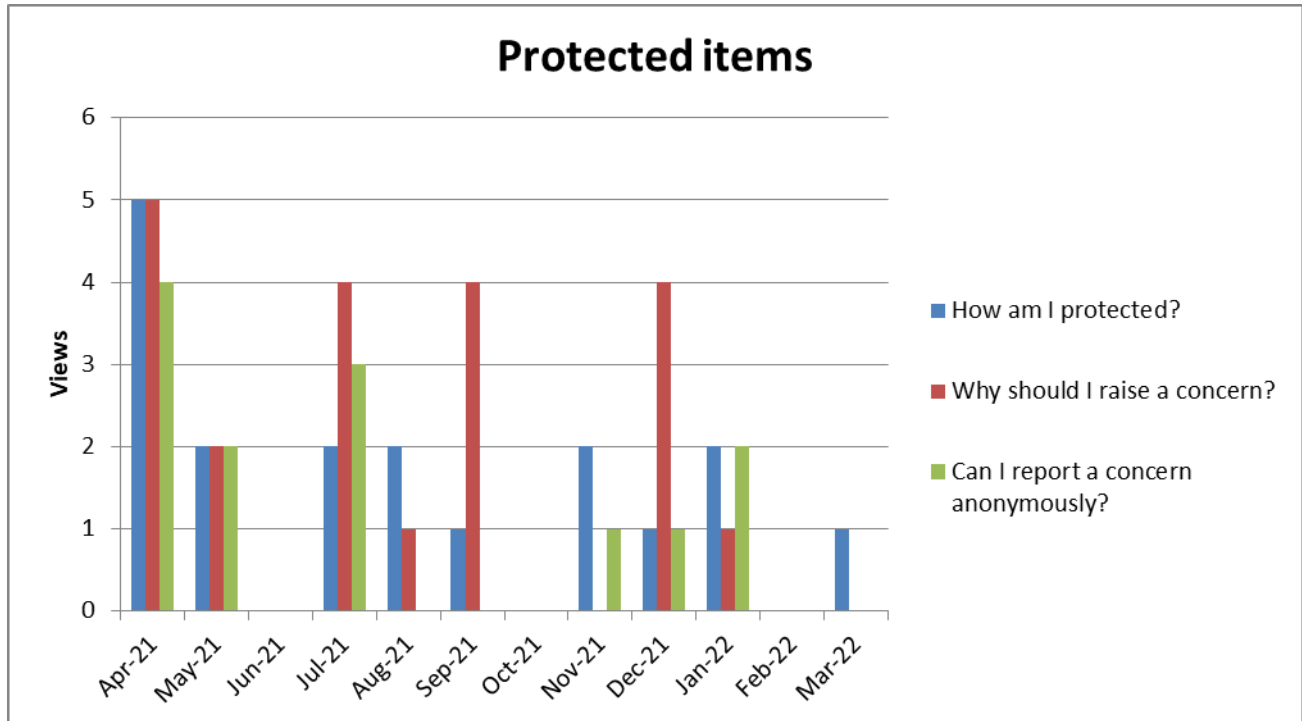


7.11 The below graph shows the number of times, once downloaded that staff then log in and access the FTSU app



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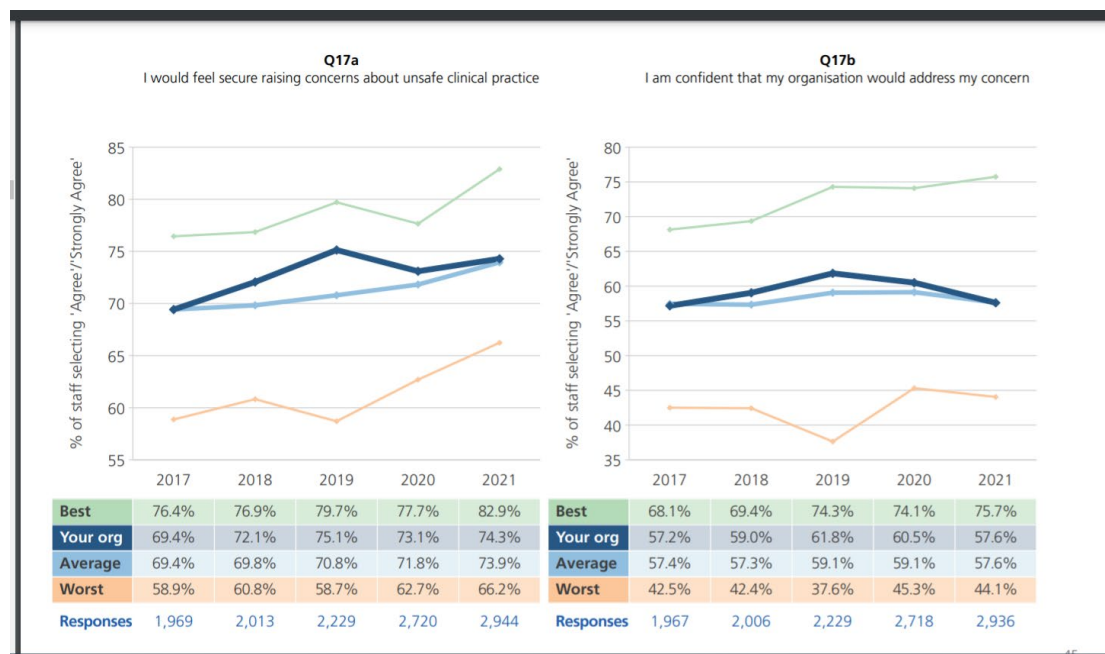
7.12 This graph from the App data shows the 'protected items' category viewed by staff through the App.



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Appendix 4 – 2021 Staff Survey results

People promise and theme results – **We each have a voice that counts** – Raising Concerns



7.13 The results of the latest FTSU guardians' survey correlate with the findings of the 2021 NHS staff survey. The proportion of staff who say they feel safe to speak up about anything which concerns them in their organisation has fallen by more than three percentage points to 62% (BTHFT is 60.8%). Only half of respondents were confident that their organisation would address their concerns.

