

Meeting Title	Board of Directors		
Date	13 July 2023	Agenda item	Bo.7.23.16

FREEDOM TO SPEAK UP (FTSU) ANNUAL REPORT 2022-23

Presented by	Professor Karen Dawber, Chief Nurse		
Author	Sue Franklin, Associate Chief Nurse, Freedom To Speak Up Guardian		
Lead Director	Professor Karen Dawber, Chief Nurse		
Purpose of the paper	To provide assurance in relation to the conduct and outcome management of the FTSU arrangements in the Trust		
Key control	A key control for the strategic objectives to provide outstanding care for patients and to being in the 20% of NHS employers.		
Action required	For assurance		
Previously discussed at/ informed by	None		
Previously approved at:			Date
	People Academy PA.5.23.12		24.05.23
	Quality and Patient Safety Academy QA.6.23.24		29.06.23

Key Options, Issues and Risks

This paper provides the 2022-23 annual update for the People academy and the Quality and Patient Safety academy on FTSU at Bradford Teaching hospitals (BTHFT).

Analysis

This paper describes the number of concerns that have been raised during 2022-23 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 (Q) 4 2022-23 at BTHFT.

It includes the 2022 NHS staff survey results for raising concerns for BTHFT.

This paper also provides an update on feedback received from staff in Q4.

It includes the National Guardian's office (NGO) Annual report 2021-22.

It also includes the Speak up review of ambulance trust in England February 2023.

Recommendation

For the Board/Academy to note the contents of the report and the FTSU concerns that have been raised at BTHFT during 2022-23.

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

For the Board/Academy to note the Equality monitoring data.

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

For the Board/Academy to acknowledge the work done by the FTSU team in Maternity 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/Academy to encourage all grades of staff to complete the eLearning FTSU training.

For the Board/Academy to share the results of the staff survey in regards to making speaking up business as usual.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for our 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input 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 type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
High Level Risk Register and / or Board Assurance Framework Amendments	<input type="checkbox"/>	<input type="checkbox"/>

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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"/>
Equality Diversity and Inclusion implications	<input type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input type="checkbox"/>	<input type="checkbox"/>

Regulation, Legislation and Compliance relevance
NHS England: (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: Choose an item.
Care Quality Commission Fundamental Standard: Choose an item.
NHS England Effective Use of Resources: Choose an item.
Other (please state):

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality & Patient Safety	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 2022-23.
 - Reporting on the number of FTSU concerns that have been raised in Q4 at BTHFT in 2022-23 (Appendix 1).
 - The number of concerns raised per Quarter and year as a line graph of data plotted over time. (Appendix 2).
 - The NHS Staff survey 2022 results – Raising concerns (Appendix 3).
 - The NGO Annual Report – Making speaking up business as usual, published in Jan 2023 (Appendix 4).
 - Providing feedback received from staff who have raised a concern in Q4 (Appendix 5).
 - Providing the latest equality monitoring data 2022-23 (Appendix 6).
 - The NGO's case review of ambulance trusts (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 new FTSU Ambassadors following open expressions of interest in the role. They are helping to 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 Effective speaking up arrangements help to protect patients and improve the experience of NHS workers. Having a healthy speaking up culture is an indicator of a well-led Trust.
- 2.3 The FTSU Guardian has a key role in helping to raise the profile of raising concerns in their organisation and provide confidential advice and support to staff in relation to concerns they have about patients' safety and/or the way that the concern has been handled.
- 2.4 The FTSU Guardian is Sue Franklin, Associate Chief Nurse for Quality Improvement. The deputy FTSU Guardian is Dr LeeAnne Elliott, Deputy Chief Medical Officer - Quality.
- 2.5 Karen Dawber, Chief Nurse, is the Executive Lead for FTSU and the Non-Executive Director Lead is Karen Walker.
- 2.6 There are now 15 FTSU Ambassadors who have completed the training provided by the NGO. These are:
- Sarah Freeman – Director of Nursing.
 - Amandeep Singh – Partnership Lead.

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- Rupert Allen – Principal Dietitian.
- Anthony Doggett – Business Support Lead.
- Simon Kirk – General Manager.
- Faye Alexander – Education Manager.
- June Thomas – Midwife.
- Nazia Amir – Personal Assistant.
- Rukeya Miah - Deputy Assistant Director of Nursing.
- Helen Fearnley – Lead Tissue Viability Advanced Practitioner.
- Umar Majeed – Systems and Access trainer, Education.
- Rebecca Carter – Education Lead.

The 3 newer FTSU Ambassadors are:

- Emma Fleary – Specialist midwife for pastoral care and preceptorship.
- Anita Nice-Nwokoro – 2nd year student midwife.
- Alex Glasford – 1st year student midwife.

- 2.7 BTHFT's FTSU policy was reviewed and updated in February 2020 which included the relevant national guidance. NHS England has now published its new and updated national FTSU policy and together with the NGO has developed FTSU guidance and a FTSU reflection and planning tool. These will help deliver the People Promise for workers, by ensuring they have a voice that counts, and by developing a speaking up culture in which leaders and managers value the voice of their staff as a vital driver of learning and improvement. These three documents are due to be discussed and developed at the Board development session on June 15th 2023.
- 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. The latest review is in Appendix 7; 'A speak up review of ambulance trusts in England – listening to workers'. The gap analysis from the recommendations from this review will be in Q1 2023-24 report.
- 2.12 The FTSU Guardian attends the FTSU regional network; Yorkshire and Humber monthly meeting, where there is attendance from the NGO. She also has close working links with the Equality, Diversity and inclusion team and the Organisational development team and is on the Civility programme Board here at BTHFT. She is a mentor for new FTSU Guardians led by the national team. She has regular buddy meetings with the FTSU Guardian at Calderdale NHS Trust.

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- 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, have launched three modules for FTSU on the eLearning platform;
- **Speak Up** – is for all workers and covers what speaking up is and why it matters.
 - **Listen Up** – for managers, focuses on listening and understanding the barriers to speaking up.
 - **Follow up** – is for senior leaders throughout health care, including Executive and non-executive directors, lay members and governor – 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 speak up culture in our organisation.

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 6.

3 PROPOSAL

- 3.1 The Ockenden report from March 2022 illustrated the importance of creating a culture where all staff feel safe and supported to speak up. There have been many FTSU listening events in Maternity over the last 12 months, supported by the Head of Midwifery. The FTSU team has also recruited 3 new staff members from maternity, which includes two student midwives.
- 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 needs to 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 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 in 2022 reflect a decrease in workers confidence to speak up, and is especially concerning that this includes about clinical matters (Appendix 3). Dr Jayne Chidgey-Clark said 'fostering a

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culture where speaking up is supported, and actions taken as a result is the responsibility of each and every one of us. Whether you are a government minister, a regulator, a board member or senior leader; whether you work in a department, in a team, on a ward, or in a GP practice. “No one should feel they cannot speak up to protect their patients or their colleagues. These survey results must be a wakeup call to leaders at all levels that Freedom to Speak Up is not just a ‘nice to have’ – it is essential for safe services.”

- 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 BTFHT, 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.

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 FTSU Ambassadors currently have no protected time within their substantive roles.
- 5.2 It was highlighted in a previous 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 2022-23 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.
- 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 Equality Monitoring data for 2022-23.
- 6.5 To note the 2022 NHS staff survey results for raising concerns.
- 6.6 To note the work of the FTSU group in relation to the work done in response to 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
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Appendix 1 – Q4 data and Annual data.

Appendix 2 – Run charts of number of concerns.

Appendix 3 – NHS Staff survey results BTHFT – Raising concerns.

Appendix 4 - NGO Annual report.

Appendix 5 – Feedback received in Q4.

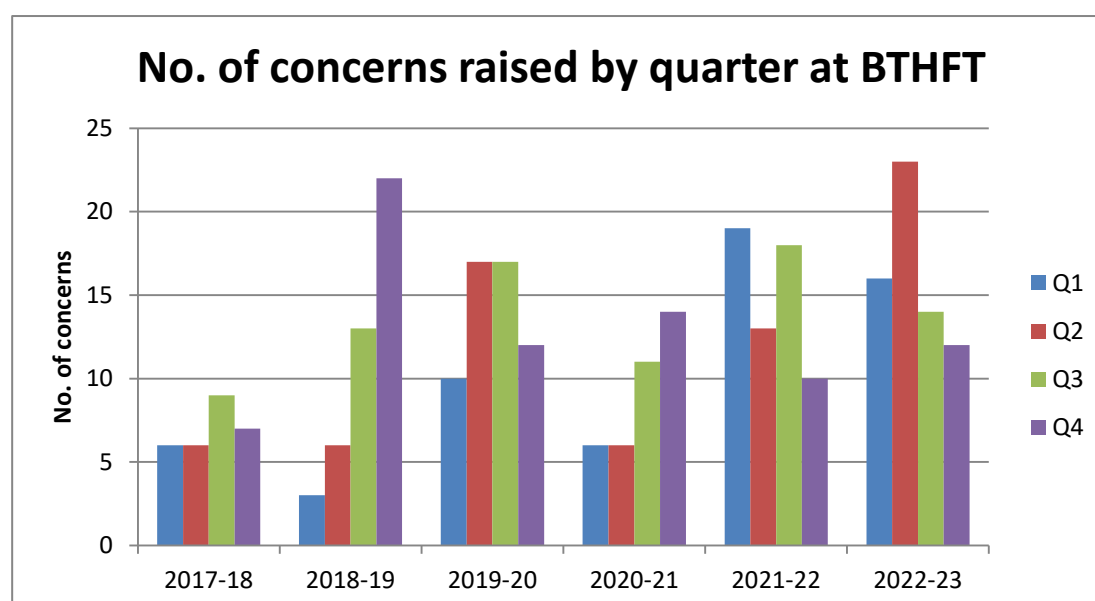
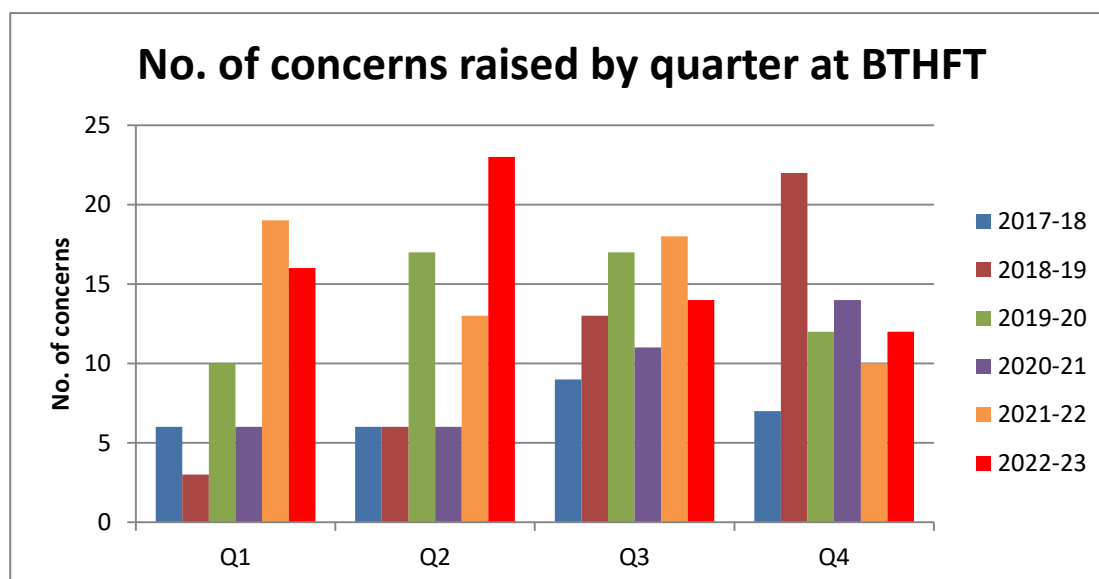
Appendix 6 - Equality monitoring data.

Appendix 7 – Ambulance case review.

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7 Appendices

Appendix 1 – FTSU Concerns raised at BTHFT in 2022-23 by Quarter and by Year.

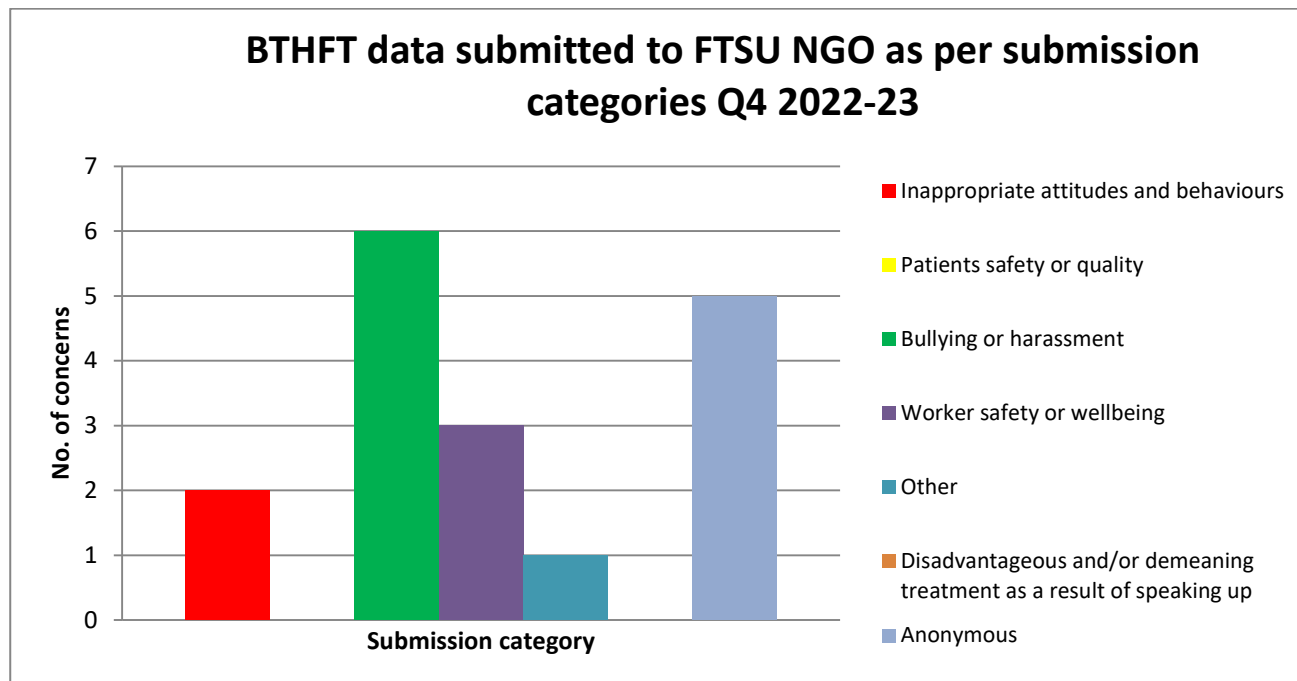


- 7.1 These graphs show the number of concerns raised at BTHFT in 2022-23 by Quarter and by full year. It is displayed alongside the previous year's data to facilitate comparison.
- 7.2 In Q4 there were 12 concerns raised to the FTSU team.
- 7.3 There were 5 concerns this quarter raised anonymously via the FTSU App or via an unknown email address. 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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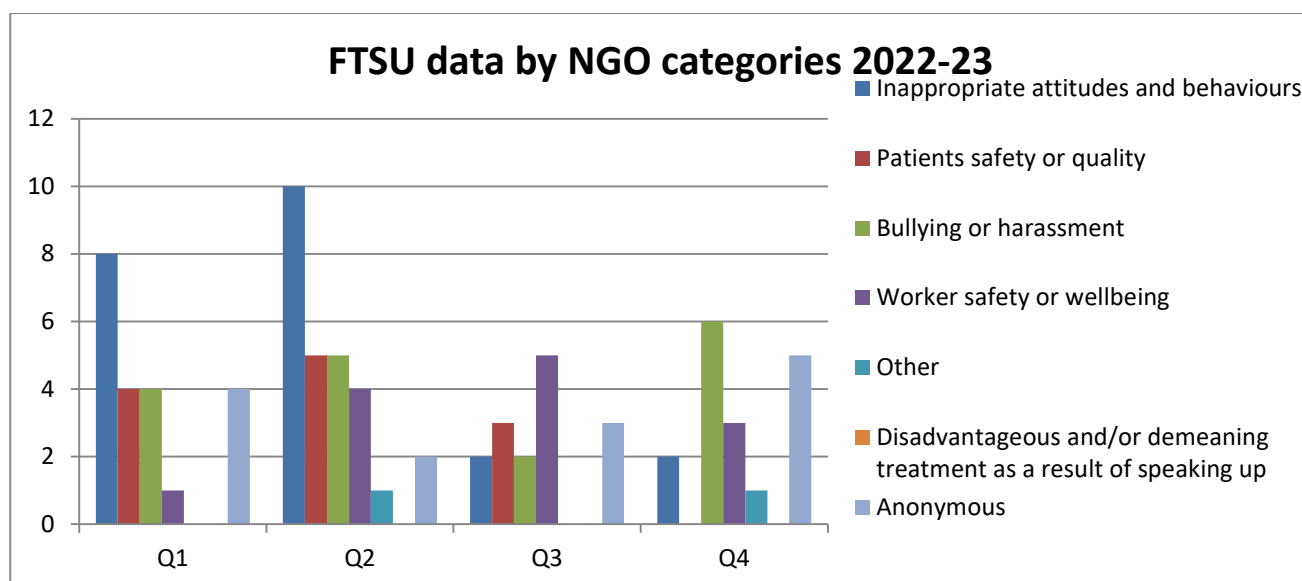
Concerns raised by category (Using the National Guardian's office submission categories)

The graph below shows the concern categories for Q4 2022-23



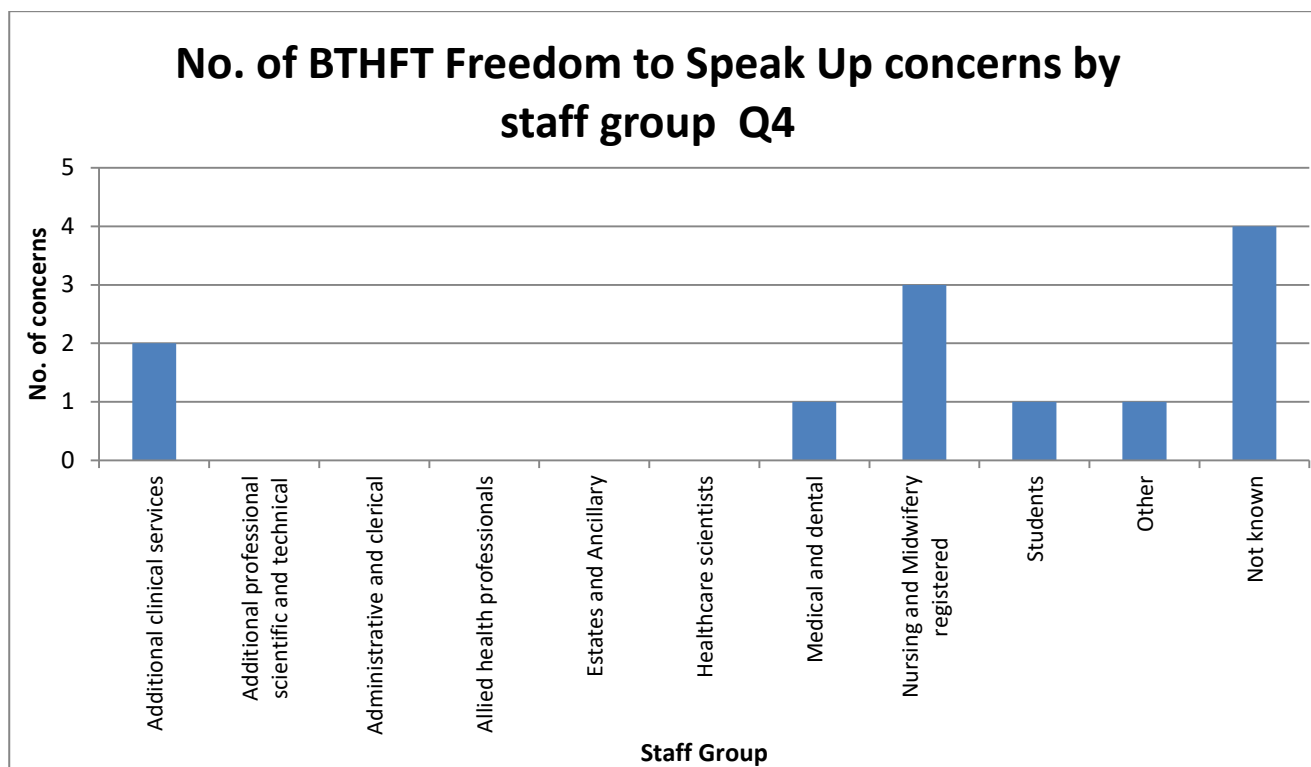
7.4 In Q4, of the 12 concerns raised, 6 were due to bullying and harassment and 2 were due to inappropriate attitudes and behaviours. There were 3 concerns raised due to worker safety or wellbeing and 1 other category related to perceived unfair recruitment practices.

The graph below shows the concern categories for the full year 2022-23



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



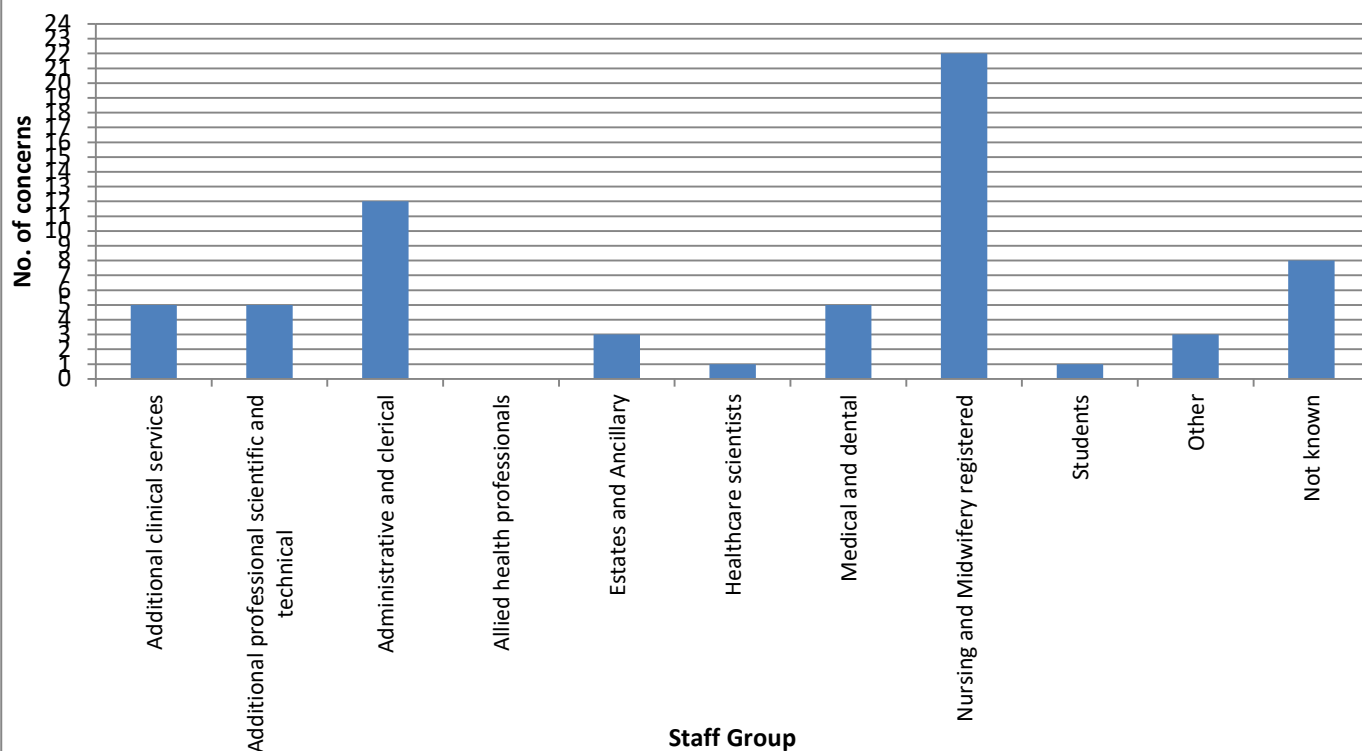
7.5 The above table shows the staff groups who have raised concerns in Q4. There were 4 concerns that it was not possible to determine which staff group they were from as they were anonymous. There were 3 concerns from registered nurses or midwives, 1 student raised a concern and 1 concern was raised by a Doctor. 2 concerns were raised from additional clinical service staff.

The graph and pie chart below show the FTSU concerns by staff group for the 2022-23

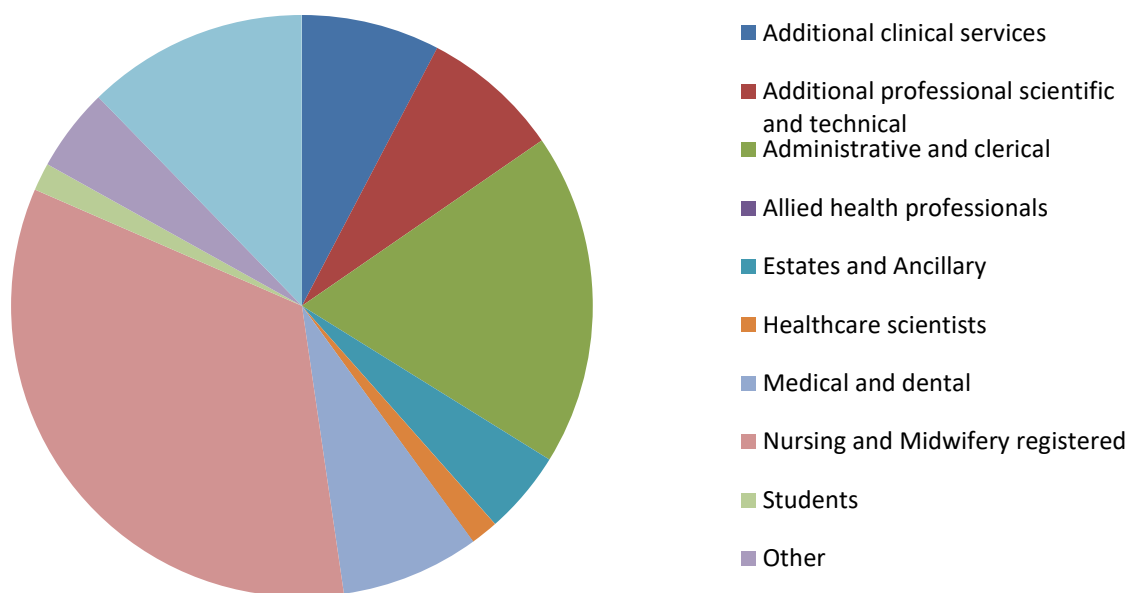
7.6 This data is utilised to identify areas where promotion/education around FTSU may be required.

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No. of BTHFT Freedom to Speak Up concerns by staff group 2022-23 Total

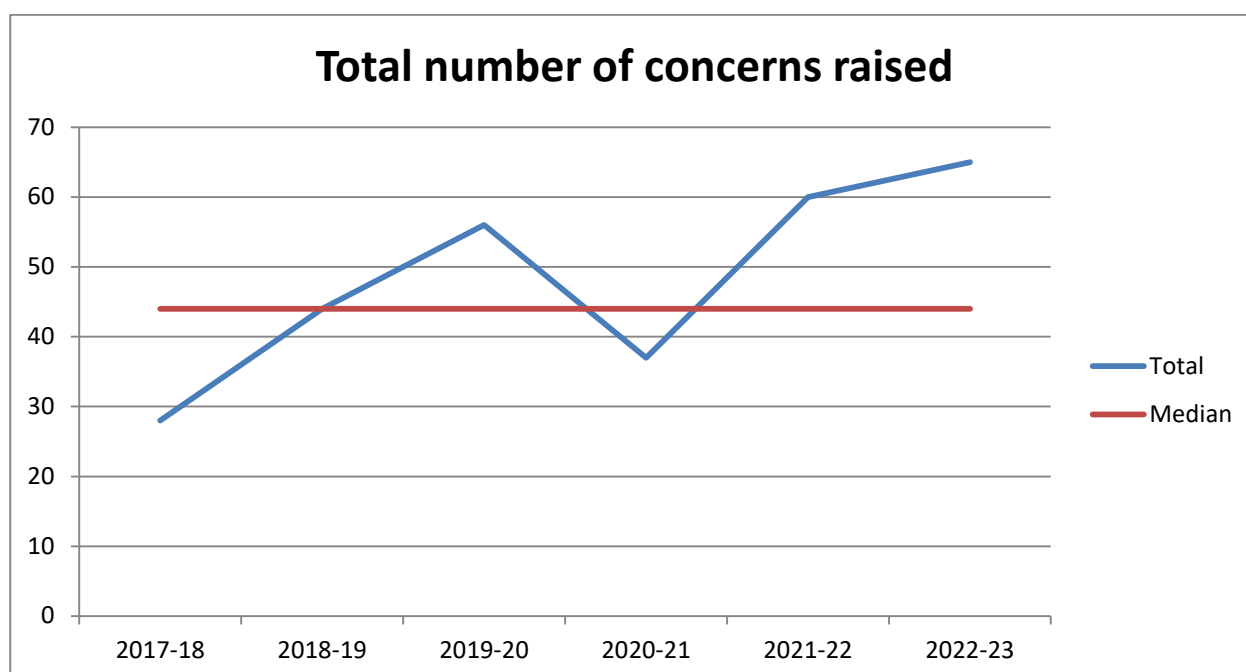
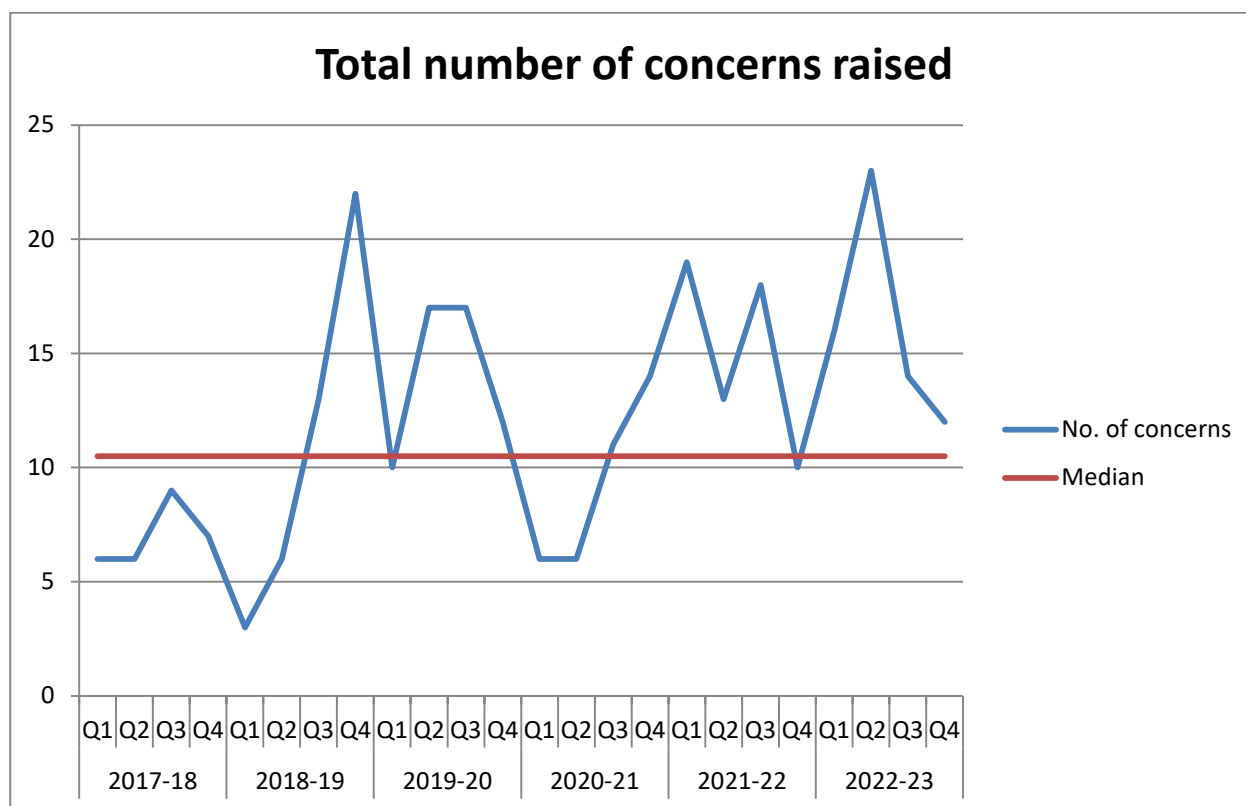


Concerns by staff group 2022-23 Total



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



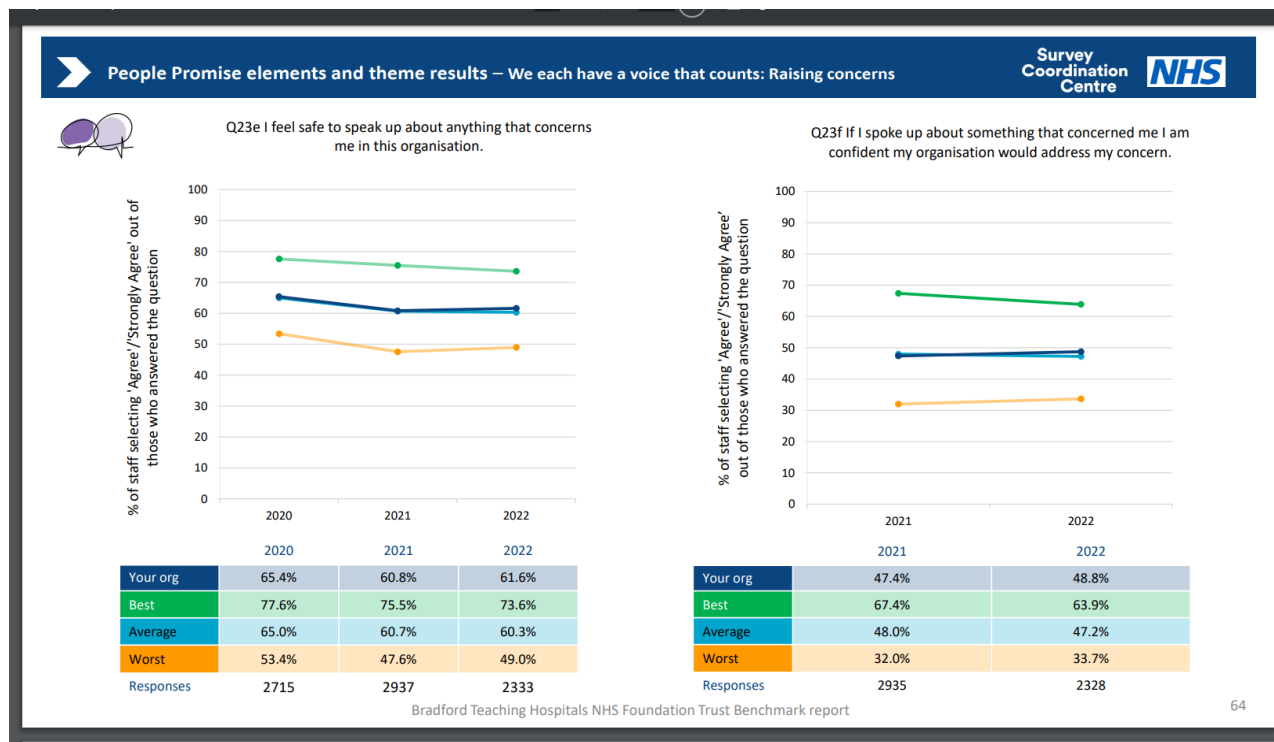
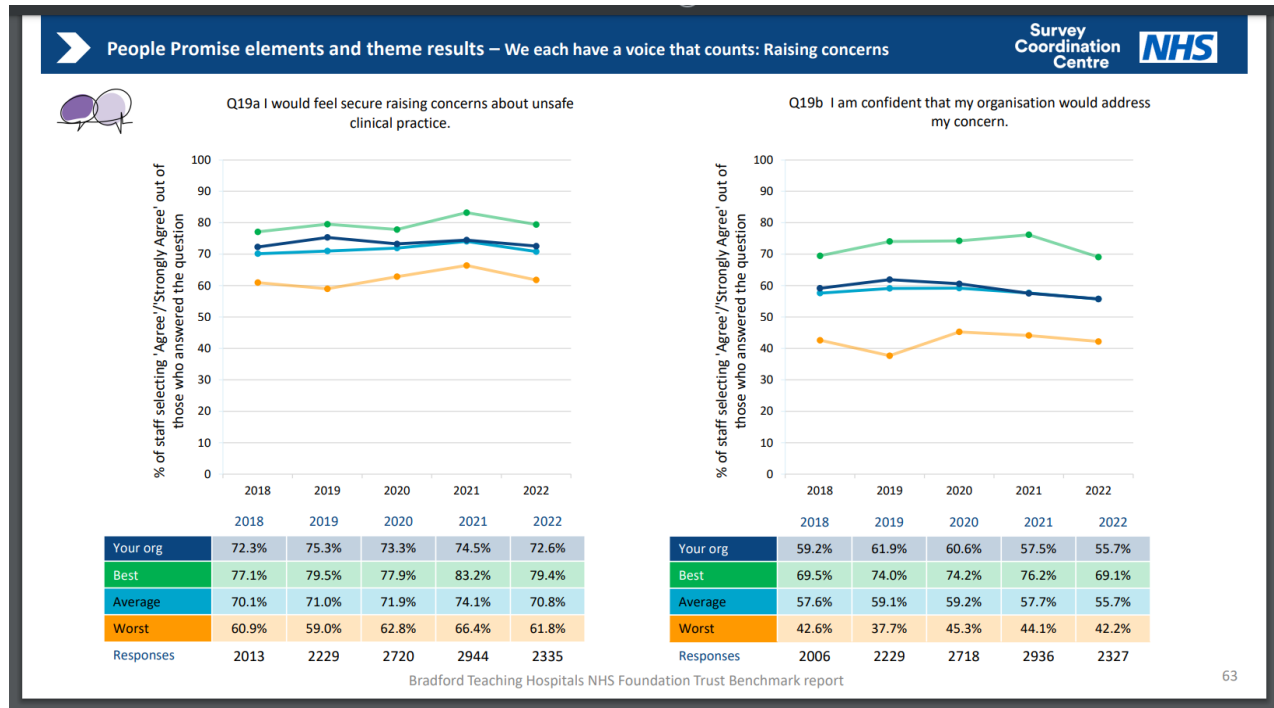
7.7 These two charts show that there was a dip in staff reporting concerns in 2021. This could be due to Covid 19; however some FTSU Guardians reported an increase during Covid on FTSU concerns raised in their Trust on a national perspective.

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7.8 2022-23 has seen a slight increase (65 in total) in the number of concerns raised over the year compared to previous years.

Appendix 3 – 2022 Staff Survey results

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



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- 7.9 In 2022, there was a slight reduction in the numbers of staff who reported that they felt secure raising concerns about unsafe clinical practice and that the Trust would address their concerns compared to 2021. There was a very slight increase in staff feeling safe to speak up about general concerns and felt confident that the Trust would manage their concern.

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Appendix 4



NGO ANnual report
2021-22.pdf

- Attached separately

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Appendix 5 – Feedback from staff for Q4 (The numbers represent the person who raised the concern to maintain confidentiality)

Person who raised the concern	Given your experience would you speak up again?	Feedback from the person raising the concern
1	Yes	<p>I am really happy with the level of empathy I received from the FTSU Ambassador. After spending so much time and building confidence to speak up about this issue with other professional people in the trust I felt like I was getting nowhere and my self-esteem had dropped massively. She made me feel listened to and respected. I was able to share confidential information with her and she followed up on every action we had talked about and actively took the time to check up on me. This is something I wasn't getting from my previous attempts to speak up e.g. with HR or my manager.</p> <p>I have now built on my confidence a little more and even though it has affected my mental health she made me feel like a valued person.</p>
2	Yes	Really helpful and yes I would raise a concern again – much more confidence to do this now and felt listened to.

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Appendix 6 – Equality monitoring data 2022-23

Ethnic Origin	Age	Gender	Religion or belief	Sexual orientation	Do you consider yourself as having disability?	Do you have a physical, mental or sensory impairment that seriously affects your day to day activities?
White British		Female	Christian	Heterosexual	No	No
White British		Female	None	Heterosexual	Yes	No
Pakistani	26	Female	Muslim	Heterosexual	No	No
Pakistani	37	Male	Muslim	Heterosexual	No	No

It's important to note that the new FTSU App sends out the Equality monitoring form to all staff who report in via this method – so more data should be gathered going forward.

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Appendix 7

Below is the latest case review carried out by the NGO in response to consistent findings that the speaking up culture in NHS ambulance Trusts appeared to be more challenged compared to other NHS trust types and they wanted to understand why?



Listening-to-Workers
-Speak-Up-Review-of

- Attached separately