

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.32

FREEDOM TO SPEAK UP (FTSU) Quarter 1 REPORT 2023-24

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 information		
Previously discussed at/ informed by	None		
Previously approved at:		Date	
	People Academy	26.07.23	

Key Options, Issues and Risks

This paper provides the 2023-24 Quarter (Q) 1 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 Q1 2023-24 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.

It includes an update on the Board development session held on the 12th June 2023.

This paper also provides an update on feedback received from staff in Q1.

It includes the National Guardian's office (NGO) 'Fear and Futility' report that discusses what the Staff Survey tells us about speaking up in the NHS – published June 2023.

It includes the NGO's 'Starting Out, Stepping Down' guidance for FTSU Guardians – published June 2023.

It provides an update on the NGO's plans for speak up month in October 2023.

Recommendation

For the Board/Academy to note the contents of the report and the FTSU concerns that have been raised at BTHFT during Q1 2023-24.

For the Board/Academy to note the feedback from staff who have spoken up in Q1.

For the Board/Academy to note the NGO's 'Fear and Futility' document and the impact speaking up can

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have on staff from the National staff survey results.

For the Board to note the 'Starting up, stepping down' publication from the NGO.

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.

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 checked="" 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"/>
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"/>

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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 Q1 2023-24 (Appendix 1).
 - The number of concerns raised per Quarter and year as a line graph of data plotted over time (Appendix 2).
 - Providing feedback received from staff who have raised a concern in Q1 (Appendix 3).
 - It includes the National Guardian's office (NGO) 'Fear and Futility' report that discusses what the Staff Survey tells us about speaking up in the NHS – published June 2023, (Appendix 4).
 - It includes the NGO's 'Starting Out, Stepping Down' guidance for FTSU Guardians – published June 2023 (Appendix 5).

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. The FTSU team are helping to promote and 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. The Guardian's role is to listen to and empower staff to speak up and support the organisation to a healthy speaking up culture. Besides raising awareness and working to remove barriers to speaking up the guidance from the NGO is that we must input data quarterly; keep up to date with FTSU knowledge by attending the Guardian network meetings and keeping on top of annual refresher courses.
- 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.

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2.6 There are 13 FTSU Ambassadors who have completed the training provided by the NGO. These are:

- Sarah Freeman – Director of Nursing.
- Amandeep Singh – Partnership Lead.
- Rupert Allen – Principal Dietitian.
- Anthony Doggett – Business Support Lead.
- Simon Kirk – General Manager.
- Faye Alexander – Education Manager (on Mat leave)
- June Thomas – Midwife.
- Nazia Amir – Personal Assistant.
- Helen Fearnley – Lead Tissue Viability Advanced Practitioner.
- Rebecca Carter – Education Lead
- 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. NHS England have 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 were discussed and an action plan 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.

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. This data is shared in the Annual report.

3 PROPOSAL

- 3.1 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.
- 3.2 The NGO have a Speak up month in October every year. This year's topic is overcoming the barriers preventing people from speaking up. #BreakingFTSUBarriers. The FTSU team will be partaking in this event throughout October within the Trust.

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 reflected a decrease in workers confidence to speak up.
- 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

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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 Q1 2023-24 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 support the staff across the organisation to complete FTSU training on the eLearning platform, including the Executive and Non-Executive team.
- 6.5 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.

7 Appendices

Appendix 1 – Q1 data.

Appendix 2 – Run charts of number of concerns.

Appendix 3 – Feedback received in Q1.

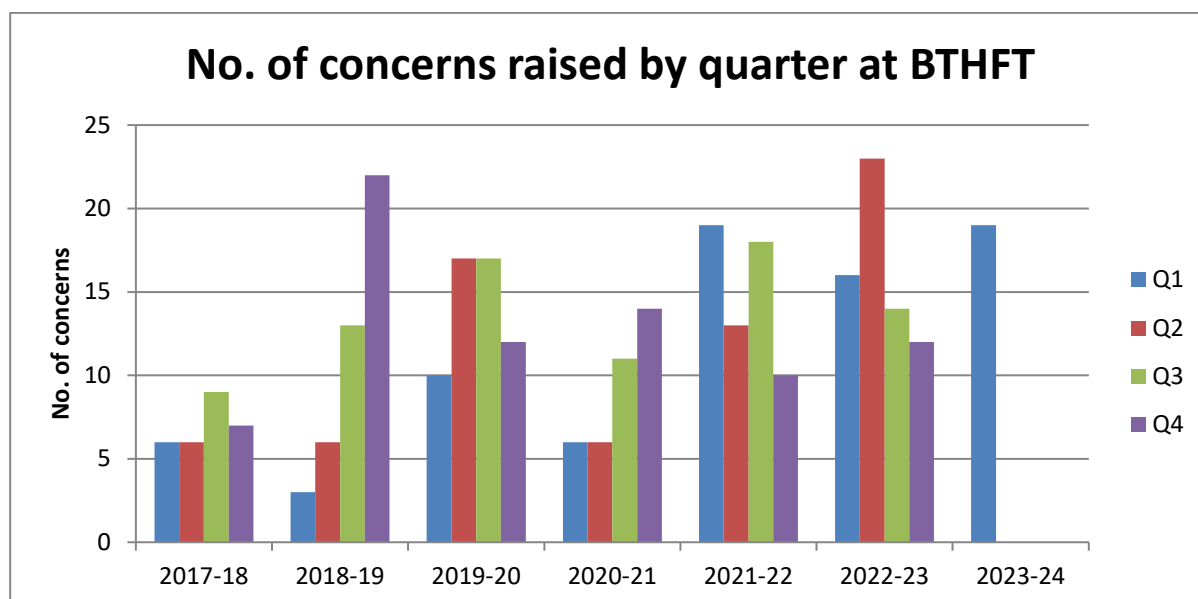
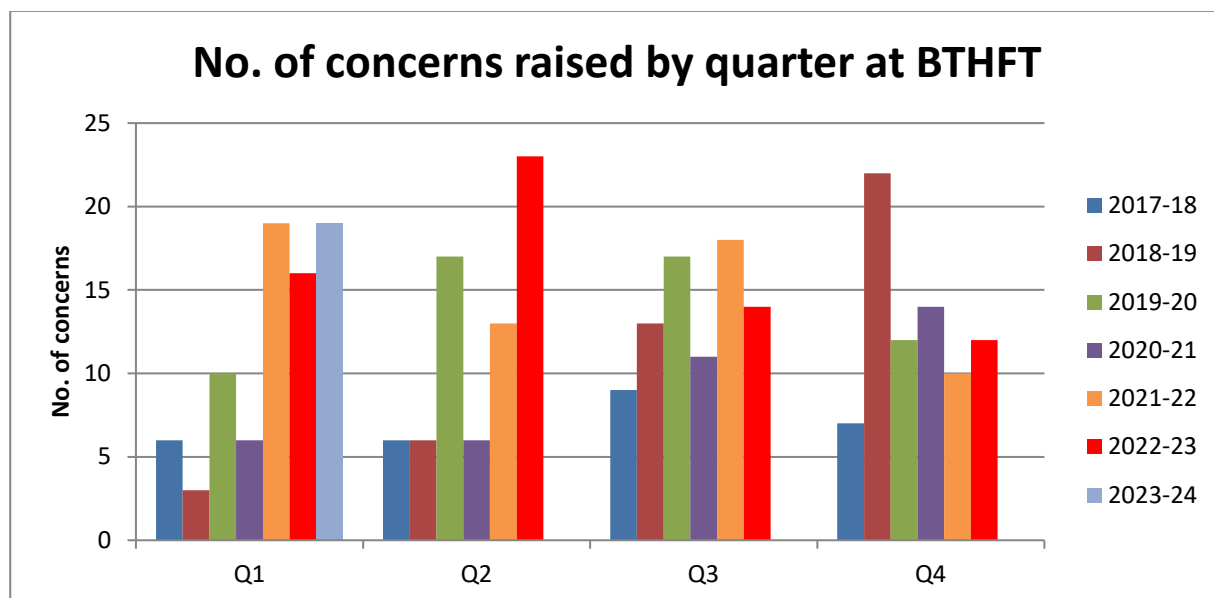
Appendix 4 – Fear and Futility publication.

Appendix 5 – Starting out, stepping down guidance.

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7 Appendices

Appendix 1 – FTSU Concerns raised at BTHFT by Quarter and by Year.



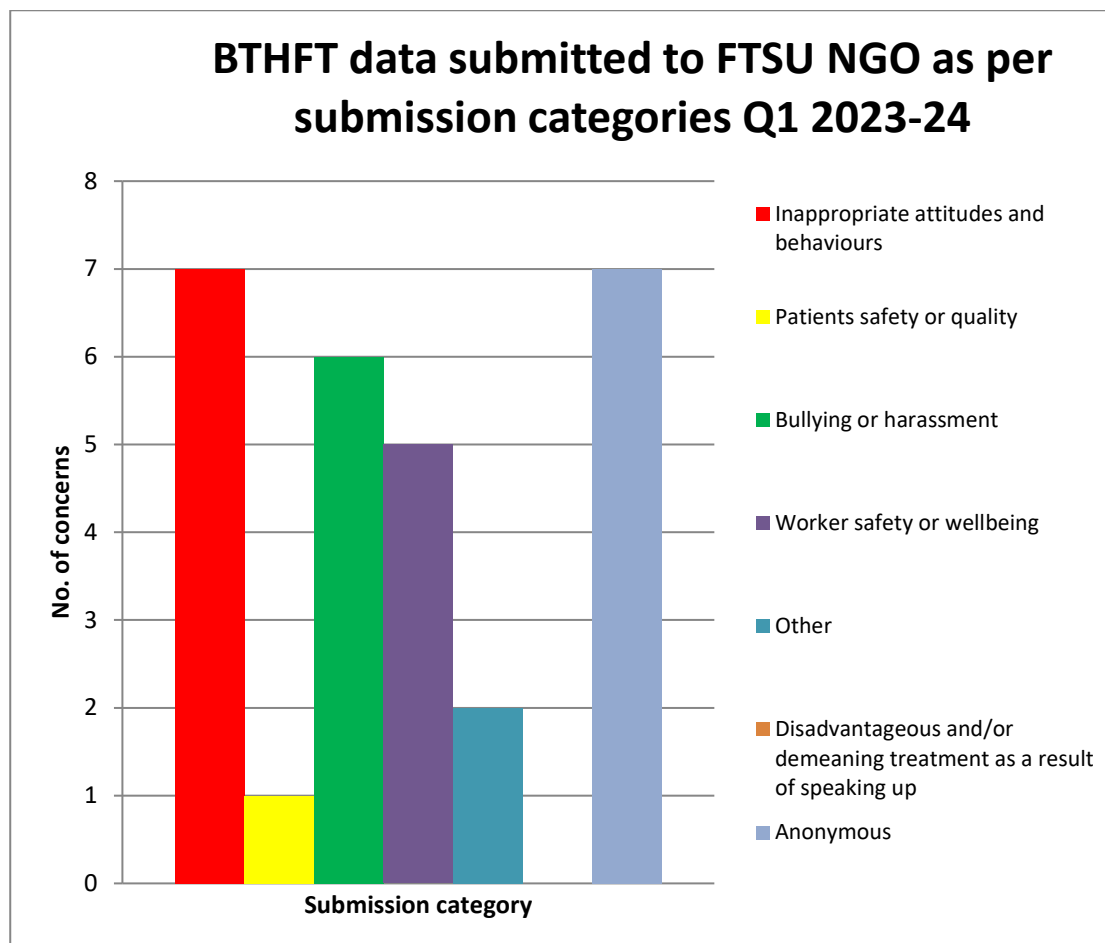
- 7.1 These graphs show the number of concerns raised since the start of FTSU at BTHFT by quarter and by full year. It is displayed alongside the previous year's data to facilitate comparison.
- 7.2 In Q1 there were 19 concerns raised to the FTSU team.
- 7.3 There were 7 concerns this quarter raised 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

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basis and followed through as much as possible. The NGO advocate that staff should be able to raise concerns anonymously if necessary.

Concerns raised by category (Using the NGO's submission categories)

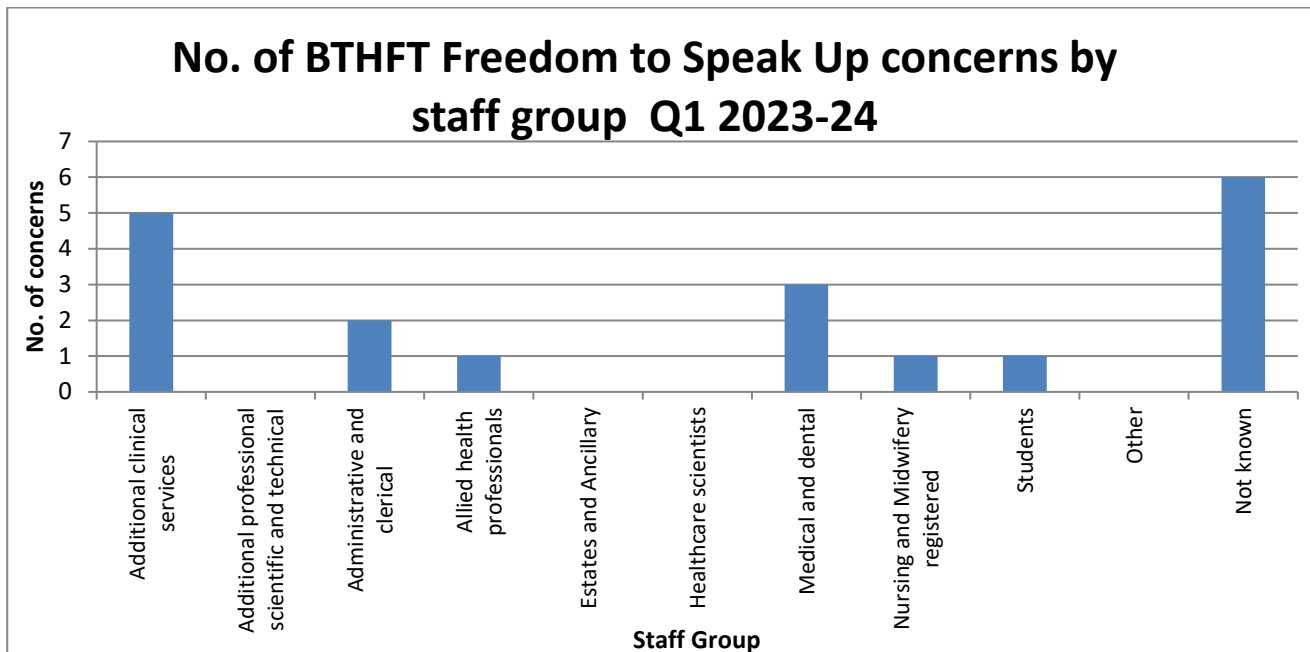
The graph below shows the concern categories for Q1 2023-24



7.4 In Q1, of the 19 concerns raised, 6 were due to bullying and/or harassment and 7 were due to inappropriate attitudes and behaviours. There were 5 concerns raised due to worker safety or wellbeing and 1 raised due to patient safety. There were 2 concerns reported that fall under the 'other' category; one is currently being looked into by Counter fraud and one was a potential IG breach of personal data. No one this quarter has reported that they have suffered disadvantageous or demeaning treatment as a result of speaking up.

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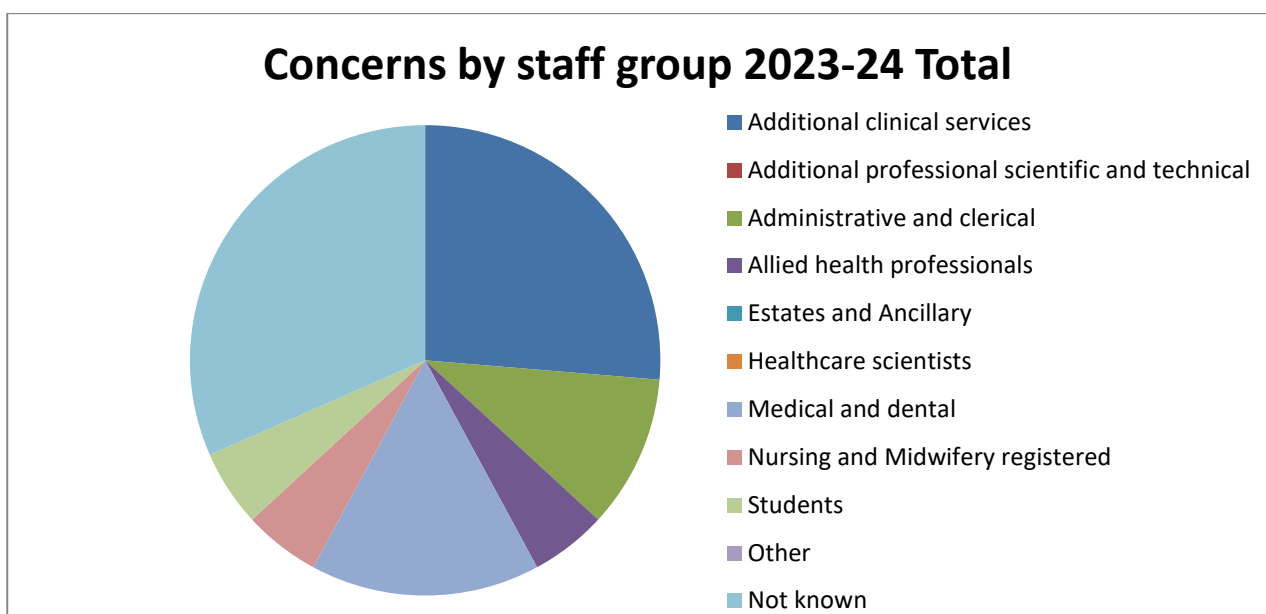
Number of Concerns by staff group for Q1 (Using the NGO's grouping)



- 7.5 The above table shows the staff groups who have raised concerns in Q1. There were 6 concerns that it was not possible to determine which staff group they were from as they were anonymous. There was 1 concern from a registered nurse/midwife, 1 concern from a student nurse, 1 concern was raised by an AHP and 3 concerns were raised by a Medical staff. 5 concerns were raised from additional clinical service staff and 2 were from Admin and clerical staff.

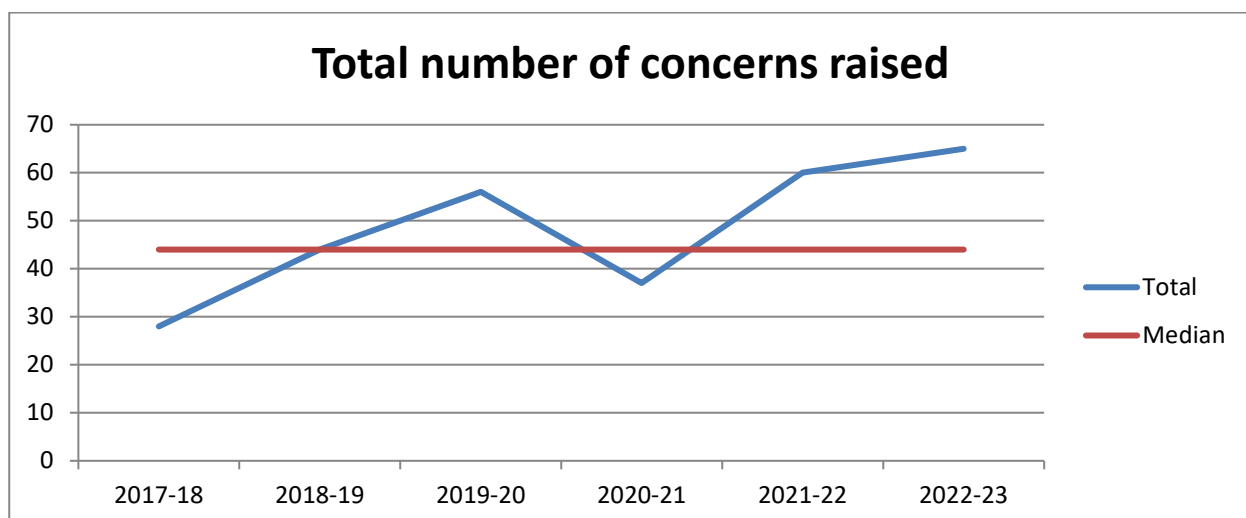
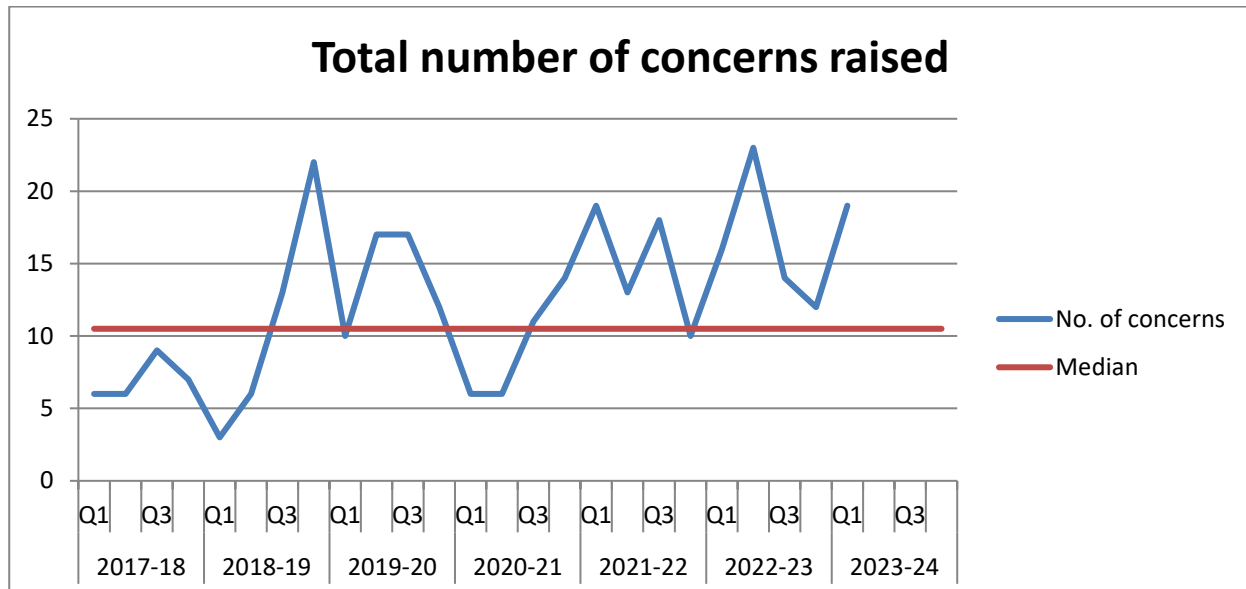
The pie chart below show the FTSU concerns by staff group for Q1 2023-24

- 7.6 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



7.7 These two charts show the number of FTSU concerns raised over time at BTHFT.

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Appendix 3 – Feedback from staff for Q1 (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	I felt that I was listened to and supported. I would tell other staff to use FTSU if they were struggling with raising a concern.
2	Yes	I was provided with good support on short term and long term. Thinking of the whole process it helped me address the issue in timely manner thus was able to move on with more ease.

Appendix 4 and 5 - Attached separately



Fear-and-Futility-NH
S-Staff-Survey-1.pdf



2023-Starting-out-St
epping-Down-Guidan