

Trust Board – 22nd December 2020

Freedom to Speak Up: Half Yearly Report

The Francis Review (2015) highlighted how important it was for every part of the NHS to develop a culture in which all staff are positively encouraged to raise issues about safety, quality and effectiveness of the service, and supported when they do so. The role of the Freedom to Speak Up (FTSU) guardian is to work alongside the trust leadership teams to support the Leicestershire Partnership NHS Trust in becoming a more open and transparent place to work, where all staff are actively encouraged and enabled to speak up safely. In practice this role can be seen to have 2 key strands: reactive work supporting staff to speak up to improve patient care and the staff experience and proactive work to raise awareness and embed the key FTSU messages making 'speaking up is business as usual'. This report will provide assurance in both of these areas.

Purpose

This paper is a half yearly report to the Trust Board of Directors to ensure the board is aware of Freedom to speak up cases within the Trust and analysis of trends within the organisation and actions being taken.

This paper contains details of activities carried out in the Trust as part of the Freedom to speak up work stream, highlights from the National Guardians Office and the revised NHS England/Improvement self-review tool (December 2020). This paper also includes a breakdown of concerns raised with the FTSU guardian during quarter 4 2019-20 and quarter 1 2020-21.

Analysis of the Issue

FTSU Guardian Activity

The COVID-19 pandemic has significantly impacted on the opportunities for the FTSU guardian to link in with teams around the trust and has curtailed many of the engagement sessions that would normally have taken place with all face to face meetings, arranged drop-in sessions and incidental visits to venues cancelled. The FTSU guardian has been working from home in line with national and local guidelines. Staff engagement has been through virtual means and the FTSU role and key messages have been reinforced through this medium at open engagement sessions including bite size sharing events, specific targeted listening events across the trust and individual directorates including BAME listening events and disability awareness sessions and staff support networks. The FTSU guardian has taken an active role in these events thereby supporting the development of increased confidence in the existence of a psychologically safe space to share experiences.

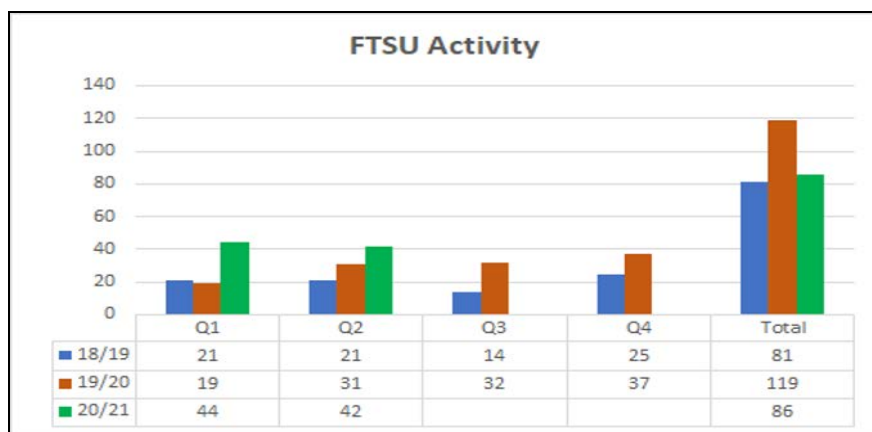
In areas where there have been complex issues raised either internally or externally through CQC there have been targeted face to face sessions arranged to support staff to speak up and build confidence that they will be listened to.

In addition, the FTSU guardian has attended most corporate induction sessions throughout the year at the Learning and Development centre, to ensure that all new starters or returners are aware of the role, able to meet the Guardian in person and embed key messages at the start of their career with LPT. Virtual induction sessions have been delivered to the new cohort of medical trainees in December and will be offered at the beginning of all student

nurse and AHP placements throughout 2021. Additional support sessions have been presented as part of the preceptorship programmes.

Utilisation of the FTSU Process

As seen in the table below there is an upward trend in the numbers of staff that are contacting the FTSU guardian highlighted in the year on year comparison. Quarters 1 & 2 2020/21 have seen a significant increase in concerns raised through the FTSU process which suggests an increasingly healthy culture where staff feel safe and able to speak up.



Freedom to Speak Up Partners

A further 4 colleagues have expressed an interest in becoming FTSU partners following the recent recruitment drive, which will increase the number of Partners in the Trust to 27. Given the national acknowledgment of additional barriers for speaking up and the disproportionate impact of COVID-19 on certain groups of staff it is essential that the Trust's FTSU partner network is representative of the workforce in terms of equality, diversity and inclusion and professional groups. The Trust now has representatives from all staff support networks (BAME, MAPLE, Carers, Spectrum and LPT Young Voices) and has partners in a variety of services and disciplines including physical health and mental health teams (nurse and HCSW), AHPs and administrative roles across the breadth of the workforce.

In October, Dr Henrietta Hughes National FTSUG attended to a virtual celebration with the FTSU partners and Champions from our buddy trust NHFT. This provided a great opportunity to recognise the role of our partners and champions in extending the reach across both networks and embedding the FTSU messages.

National Guardian Office updates

Data Report - On 1st October 2020 the National Guardian's Office published the [latest data report](#), revealing that last year FTSU Guardians received 16,199 speaking up cases. The number of cases raised with FTSU Guardians last year represents a 32% increase on the previous year (12,244 cases) and more than double the number of cases handled two years ago (7,087) when the NGO started collecting data.

Dr Henrietta Hughes OBE, National Guardian for the NHS, said: "The opportunity is for leaders to use the information in our report in order to learn and improve. I want this report to resonate with Chairs and CEOs, Senior Partners, Accountable Officers, and everyone in a leadership role to foster a speaking up culture and improve their organisation. Why do some workers speak up anonymously? Why are workers fearing or actually suffering detriment? What are we doing to address bullying and harassment? These are questions that leaders need to ask so workers are not fearful about speaking up. This will bring about real improvements and help to make speaking up business as usual."

FTSU guardian intends to bring these questions to the Workforce, Organisational Development and Wellbeing Group to ensure these are included in the targeted work under the OFOW culture work and the Step Up to Great Strategy.

Training - In October 2020 Health Education England published the first module of their FTSU in Healthcare programme, *Speak Up* (core training for all workers), *Listen Up* (training for middle managers and in addition to core training) and *Follow Up* (aimed at senior leaders including SLT and NED's and in addition to core training and manager training). The FTSU guardian is researching how these modules could be made accessible through uLearn to enable local data collection of staff numbers who complete these modules and provide feedback for improvements or how data can be collected centrally and disseminated for analysis locally. [New e-learning resources](#)

Model Hospital – NGO have worked with NHS England and NHS Improvement to include a compartment entitled Culture and Engagement. This provides a collection of comparative matrices relating to the LPT, peer groups (self-selected) and national FTSU data taken from the National Staff survey and that provided by FTSUG's quarterly reporting. This will be used to support further development around our culture and engagement particularly with reference to FTSU benchmarking.

Raising Concerns

The Trust's Senior Executive Board receives a quarterly report which includes details themes of all concerns raised by workers in the Trust.

In the last 2 complete quarters (Q1 & Q2 2020-21), 86 members of staff have raised concerns either individually or as a group. There is a wide cross-section of the Trust workforce that have contacted the FTSU guardian and these have included, Medics, health care support workers, matrons, nurses, administrators, pharmacists, student nurses, practitioners and other Allied Health Professionals.

The majority request that their issue be dealt with confidentially however with support and reassurance many have felt confident to be identified and further-more discuss issues openly with their senior managers through an informal 'listening meeting'.

Summary of speaking up cases in detail below: previous data provided for comparison

Service Area	Q4 19/20	Q1 20/21	Q2 20/21	Oct 20
AMH	14	23	10	3
CHS	6	6	7	5
Enabling	4	1	2	0
FYPC/LD	13	10	20	16
Hosted	0	2	3	0
TOTAL	37	44	42	24

Q2 20/21	Contacts	Internal	External	Anonymous
July	15	14	1	1
August	11	10	1	1
Sept	16	16	0	0
Oct	24	20	4	4

Themes *	Q4 19/20	Q1 20/21	Q2 20/21	Oct 20
Patient Safety	24	16	9	13
Staff Safety	19	32	26	14
Attitudes & Behaviours	15	30	25	9
Bullying/Harassment	9	6	6	2
System/Process	28	14	19	15
Infrastructure/Environment	7	5	5	2
Cultural	14	18	7	4

Leadership	24	21	17	10
Senior Management Issue	0	2	3	4
Middle Management Issue	20	23	22	6

****Concerns often contain multiple themes***

Staff Safety and Attitudes and Behaviours were the highest categories of concern during Q1 & Q2. This may not only be linked to the impact of COVID-19 but also to the effect of reassuring communications and the increased opportunities to speak up that have been promoted across the organisation. The publication of the leadership behaviours is timely and staff groups have been encouraged to engage with the OD team for support and direct work within services and teams. The Health and Wellbeing information has been highlighted to support staff particularly within the work environment.

The nature of the role of the FTSU guardian tends to lead to individual members of staff speaking up in relation to specific individual cases and therefore it is often difficult to see generalised themes within teams, departments, directorates or indeed across the Trust. In both MHD and FYPC it shows an increased number of speaking up contacts. These higher numbers occur when a group of colleagues raise similar or related matters from the same work area. Each contact is then recorded separately in line with the NGO guidelines for recording and reporting cases.

All incidents and potential themes have been reported to the appropriate Directorate Management Teams or delegated representatives and managed at a local level. Staff that have spoken up have received ongoing feedback on the progress made to resolve issues or on the final outcome as appropriate, observing confidentiality. Concerns that are raised to external agencies by a staff member are included in the FTSU record log to ensure information is triangulated and provides opportunity for early recognition of any wider theme.

Proposal

NHS Improvement self-review tool

The original self-review was completed in September 2018. This is a live document and has been updated annually, most recently in December 2020. The review evidence and rating for each section was considered and completed by the Board as part of the Board development. The final document shows full compliance in all areas of the review. (Attachment1).

Decision required

- Trust Board is asked to note the activity and actions relating to FTSU undertaken in Q1 & Q2 (2020-21)
- Trust Board is asked to approve the completed NHs England and NHS Improvement self-review (attachment 1)

Governance table

For Board and Board Committees:	Trust Board	
Paper sponsored by:	Angela Hillery, CEO	
Paper authored by:	Pauline Lewitt, Freedom to Speak Up Guardian	
Date submitted:	9 th December 2020	
State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):	Audit and Assurance Committee 4 th December 2020	
If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:	N/A	
State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning	6 monthly	
STEP up to GREAT strategic alignment*:	High Standards	X
	Transformation	
	Environments	X
	Patient Involvement	
	Well Governed	
	Single Patient Record	
	Equality, Leadership, Culture	X
	Access to Services	
	Trustwide Quality Improvement	X
Organisational Risk Register considerations:	List risk number and title of risk	25, 27
Is the decision required consistent with LPT's risk appetite:	NA	
False and misleading information (FOMI) considerations:	NA	
Positive confirmation that the content does not risk the safety of patients or the public	Y	
Equality considerations:	NA	