

Public Trust Board – 29th June 2021

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 including the FTSU Index (June 2021). This paper also includes a breakdown of concerns raised with the FTSU guardian during Q3 and Q4 2020-21 and for April/May 2021-22.

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 most face to face meetings, arranged drop-in sessions and incidental visits to venues paused. To maintain visibility staff engagement has been through virtual means and the FTSU role and key messages have been reinforced through this medium.

- FTSU introduction video recorded and included in the corporate induction for non-clinical staff and those recruited through the Workforce Bureau.
- Virtual presentations for all medical trainees, student nurses, AHP placements and preceptor days.
- Staff support groups – regular attendance at all network meetings.
- Virtual Listening Events – organisation, local directorate or team led engagement events including vaccine confidence, 'Reflecting on our Staff Survey Results', feedback on community nursing transformation including phlebotomy services and working alongside the Equality, Diversity and Inclusion lead exploring and understanding what additional barriers to speaking up may exist for colleagues with protected characteristics.

The FTSU guardian has taken an active role in these events thereby increasing confidence across the workforce in the creation of psychologically safe spaces to share experiences and ideas.

In addition, the FTSU guardian has attended the face to face corporate induction sessions for clinical staff, to ensure that all new starters, returners, bank staff and aspirant nurses are aware of the role and have opportunity to meet the Guardian in person embedding key speaking up messages at the beginning of their career with LPT.

In areas where there have been complex issues raised either internally or externally through CQC there have been targeted face to face drop in style sessions arranged to support staff and highlight the processes available to speak up, to build trust that they will be listened to and thanked showing their feedback is welcomed. These sessions are in addition to the direct work undertaken in response to speak up cases raised.

Finally, FTSU guardian has used different media methods, to publicise events, training and share news items, including:

- Corporate briefings and local newsletters such as Bradgate MH Unit, Agnes Unit and Volunteers
- Social Media – Facebook and Twitter
- StaffNet
- Posters
- Screensaver

Freedom to Speak Up Champions (previously partners)

In April 2021 the NGO published new Guidance – **Developing Freedom to Speak Up Champion and Ambassador Networks**.

<https://nationalguardian.org.uk/wp-content/uploads/2021/04/Guidance-on-Champions-and-Ambassador-Networks-2021.pdf>

This new guidance sets out principles for the development and support for FTSU Champion/Ambassador networks and for the first time specifically recommends a clear distinction between the roles of champion and guardian and that **‘only FTSUG’s having received NGO training and registered on the NGO’s public directory, should handle cases’**. Where Champions have been handling cases organisations are required to implement refreshed arrangements within a year of publication of the guidance.

There have been two local forum meetings to review compliance with guidance. It was acknowledged that it had previously been a recommendation of the Board that FTSU Partners in LPT should not case hold as part of their role and therefore there would be no change in local practice. However, the guidance suggests the role should be called ‘champion’ or ‘ambassador’ which would help to create a clear distinction between these roles and the role of the guardian. It would also create a consistency in the ‘brand’ when staff move between organisations.

It was agreed at the forum meetings that the term ‘champion’ does encompass the current expectations of role of the partner i.e. to championing the FTSU messages, raising awareness of speaking up and extending the reach of the FTSU guardian. Therefore, it was decided that with immediate effect FTSU partners will be referred to as FTSU Champions.

This change in name is the beginning of the planned refresh to support the work of the FTSU Champions. It is intended that the Reflect, Rebuild and Reset model will be used to further develop and expand the local network. There is a comprehensive communication plan for the forthcoming year which includes publication of change of role name, requests for new expressions of interest, Champion biographies, data feedback, specific NGO updates when relevant, plans for Speak Up month and other events linked to National celebrations. This is a dynamic plan and is supported by the communications team.

Leicestershire Partnership Trust is committed to developing a Freedom to Speak Up (FTSU) Champion network that is diverse and representative of our organisation. There are currently 27 FTSU Champions in the Trust with representatives from the staff support networks including the (Mental and Physical Lived Experience (MAPLE) group, black, Asian and minority ethnic (BAME) group, Carers group and the LGBGQ+ (Spectrum) group) and has Champions 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 and this is clearly shown through the confidential FTSU Champion profile. The profile data is monitored and continually reviewed to confirm the representativeness of FTSU Champion network and identify where there may be gaps so that we can actively recruit more Champions.

National Guardian Office (NGO) updates

<https://nationalguardian.org.uk/>



The new National Guardian's Office website is live and provides information about the NGO, speaking up, how to find FTSU Guardians and learning and resources and case studies.

Data Collection and Recording for NGO returns - New guidance documents have been published highlighting changes in the way data must be recorded and reported to the NGO effective from 1st April 2021. Essentially the criteria include:

- The number of cases raised to FTSU Guardians, in total during the reporting period (count each individual separately)
- Number of cases raised anonymously
- Number of cases with an element of patient safety/quality
- Number of cases with an element of bullying or harassment
- **Number of cases with an element of worker safety** (new reporting criteria)
- Number of cases where disadvantageous and/or demeaning treatment as a result of speaking up (often referred to as 'detriment') is indicated
- Professional group (according to categories found in NGO - Professional Groups and Professional Level Guidance.)
- Professional level (according to categories found in NGO - Professional Groups and Professional Level Guidance.)

FTSU Index - In May 2021 the NGO published the **Freedom to Speak Up Index** report based on the results of the 2020 NHS staff survey

<https://nationalguardian.org.uk/learning-resources/speaking-up-data/fts-u-index/>

The Freedom to Speak Up (FTSU) Index can help build a picture of what the speaking up culture feels like for workers. It is a metric for NHS Trusts, drawn from four questions in the NHS Annual Staff Survey, asking whether staff feel knowledgeable, encouraged and supported to raise concerns and if they agree they would be treated fairly if involved in an error, near miss or incident.

This year, a new question (18f) was included in the NHS Staff Survey, asking workers if they feel safe to speak up about anything that concerns them within their organisation, however, this question has not been included in the FTSU Index scores to enable comparability to previous years.

Leicestershire Partnership NHS Trust - FTSU Index score - **80.4%**

National Average FTSU Index Score - **79.2%**

Table to show comparative scores with National Benchmark

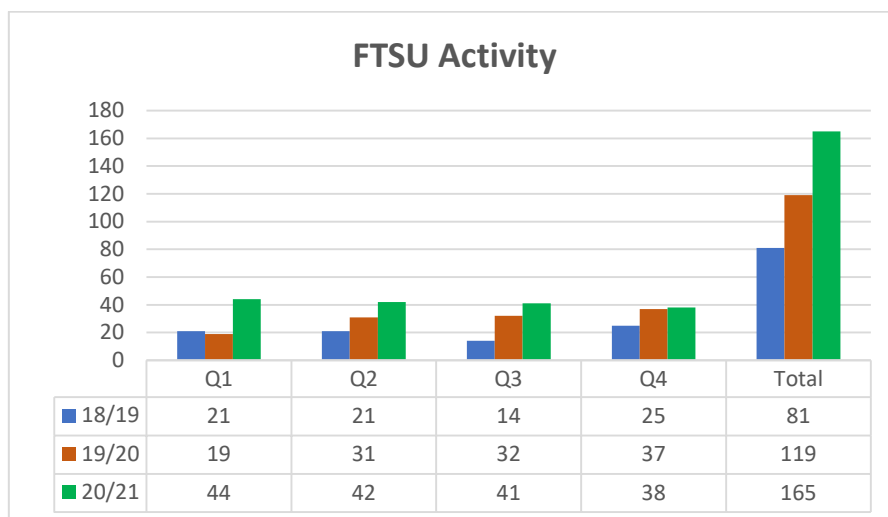
Question	LPT - 2019	LPT - 2020	National Benchmark
% of staff "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 16a)	53.9%	58%	60.9%
% of staff "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 16b)	87.6%	89.1%	88.3%
% of staff "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 17a)	96.6%	96.7%	94.9%
% of staff "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 17b)	75.3%	75.5%	72.5%
Not used in Index calculation			
% of staff "agreeing" or "strongly agreeing" that they feel safe to speak up about anything that concerns them in their organisation (18f)		68.0%	65.6%

The FTSU Index report highlights a positive correlation between higher index scores and ratings of ‘good’ or ‘outstanding’ by the CQC. The index score for LPT is not consistent with this submission showing a relatively higher index score suggesting a comparative strength in the positive culture of speaking up.

FTSU 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 National FTSU training guidelines (2019) from the NGO highlight an expectation that Trusts should require all workers including temporary staff and volunteers, to complete training on speaking up suggesting it should be treated with parity to other ‘mandatory’ training that organisations may have (such as information management, risk management, safeguarding, values-based training packages etc.).

In March 2021, the Speak Up and Listen Up modules were made available, to all LPT staff through uLearn, and have already been migrated onto the new learning management system in preparation. This creates the opportunity to gather data on uptake which is currently at a very low level. Advertising through the FTSU communications plan is scheduled throughout 2021 -2022 and the guardian is working with Learning and Development, Organisational Development and the Directorate workforce groups to increase awareness and improve uptake.

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. There has been a significant increase in concerns raised through the FTSU process which suggests an increasingly healthy culture where staff feels safe and able to speak up.



FTSUG Activity and Speaking Up

In the last 2 complete quarters (Q3 & Q4 2020-21), **79** members of staff have spoken up to raise concerns either individually or as part of a larger group. There is a wide cross-section of the Trust workforce that have contacted the FTSU guardian and these have included, Medical staff including trainees, health care support workers, matrons, nurses, administrators, housekeeping, 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 leaders or managers through an informal 'listening meeting'.

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

Service Area	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	April/May 21/22
DMH	23	10	11	13	24
CHS	6	7	12	12	2
Enabling	1	2	0	3	2
FYPC/LD	10	20	18	7	6
Hosted	2	3	0	3	0
TOTAL	44	42	41	38	34

Q4 20/21	No. of Contacts	Internal	External	Anonymous
	38	36	2	4
April/May 21/22	34	31	3	4

Themes *	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21
Patient Safety	16	9	24	14
Staff Safety	32	26	30	27
Attitudes & Behaviours	30	25	20	27
Bullying/Harassment	6	6	10	9
System/Process	14	19	31	20
Infrastructure/Environment	5	5	6	2
Cultural	18	7	11	13
Leadership	21	17	21	25
Senior Management Issue	2	3	7	2
Middle Management Issue	23	22	12	11

****Speak Up cases often contain multiple themes***

The majority of issues raised with the Guardian did not instigate a formal investigation and therefore the categorisation has been based on the account given from the staff member's perspective and as such is not formally substantiated.

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.

Discussion of Themes

Staff Safety, Attitudes and Behaviours and leadership were the highest categories of concern during Q3 & Q4. Following the publication of the Trust Leadership Behaviours staff groups have been encouraged to engage with the Organisational Development (OD) team for support and direct work within services and teams. Signposting to specific training opportunities for teams through OD or eLearning modules for individuals including Giving and Receiving Feedback has been welcomed. In addition, monthly meetings are now taking place, with senior HR

business partners, Equality, Diversity and Inclusion Lead, OD Lead and FTSU Guardian to ensure that soft intelligence is noted and shared highlighting opportunities for early intervention and learning. Staff have been signposted to the Trust Health and Wellbeing information including the Leicester, Leicestershire and Rutland Mental Health and Wellbeing Hub as appropriate to support staff to get their individual needs met.

Mental Health Directorate

Bradgate Mental Health Unit - FTSUG has provided input into the recent Quality Summit specifically relating to the patient safety concerns, reported both internally and externally to the CQC, and further background information from the wider Multidisciplinary Team relating to leadership behaviours, civility and Health and Wellbeing. Listening meetings have also been supported to ensure that staff across various teams have been able to share their concerns at senior management/leadership level. Feedback has been provided on an individual basis to those that have spoken up and follow up contacts will be arranged prior to closing these cases.

Community Health Services

FTSUG has supported a number of listening meetings with senior managers and the senior leadership team in relation to speaking up from a community nursing team. Some members of staff who had spoken up expressed their concerns that they were being seen a 'trouble makers' or 'moaners' which can have a damaging effect on the speaking up culture going forward. The FTSU Guardian has been visible at recent engagement events working with the leadership team to ensure the FTSU messages are embedded, welcoming feedback and thanking staff for sharing their experiences, thoughts and ideas.

Families, Young People & Children and Learning Disability Service

FTSU guardian has offered support and sign posted staff in response to various enquiries about HR policy and process and communication relating retirement, reasonable adjustments and bullying and harassment. Specific issues were raised in relation to the Multi-disciplinary team working and communication and working with Bank staff in the Child and Adolescent Mental Health service. These matters were reported confidentially and fed into the senior leadership team to support wider service development plans. Feedback from these members of staff was positive in relation to their expectations, resolution and learning from their experience giving rise to them feeling engaged with the service development.

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.

Decision required

- Trust Board is asked to note the activity and actions relating to FTSU undertaken in Q3 & Q4 (2020-21)
- Confirm assurance that issues of concern are being raised and dealt with in line with the Freedom to Speak Up: Raising Concerns (Whistleblowing) policy and that the Trust Board is aware of themes and trends emerging in the organisation.
- Acknowledge the national updates and revision to FTSU Champions Networks, Data Collection and Recording, Training materials and expectations and the FTSU Index results.

Presenting Director: Sarah Willis

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17/06/21

Governance table

For Board and Board Committees:	Public Trust Board 29 th June 2021	
Paper sponsored by:	Angela Hillery, CEO	
Paper authored by:	Pauline Lewitt, Freedom to Speak Up Guardian	
Date submitted:	17/06/21	
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):	N/A	
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	Yes
	Transformation	
	Environments	
	Patient Involvement	
	Well Governed	
	Single Patient Record	
	Equality, Leadership, Culture	Yes
	Access to Services	
	Trustwide Quality Improvement	Yes
Organisational Risk Register considerations:	List risk number and title of risk	24, 25, 27
Is the decision required consistent with LPT's risk appetite:	Yes	
False and misleading information (FOMI) considerations:	None	
Positive confirmation that the content does not risk the safety of patients or the public	Confirmed	
Equality considerations:	None	