

Trust Board – 21st December 2021

Freedom to Speak Up: half yearly report

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 raised with the FTSU guardian during Q1 and Q2 2021-22 and for Oct and Nov 2021-22 (for up-to-date information). It also includes a breakdown of concerns, along with analysis of themes or trends within the organisation and actions being taken.

In addition, the paper contains details of activities carried out in the Trust as part of the Freedom to Speak Up work stream, updates from the National Guardians Office (NGO) and the FTSU self-review working document using the NHS England & NHS Improvement (NHSEI) and NGO guidance tool (Appendix 1).

Analysis of the Issue

FTSU Guardian Activity

Raising Awareness

In response to the national COVID guidelines, the FTSUG continues to work from home linking in through virtual means and engaging with individual members of staff, teams and networks as appropriate. However, face to face attendance at corporate induction sessions has been maintained 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 from the start of their career with LPT.

Face to face drop-in style sessions have also taken place in areas where there have been complex issues raised or areas where there is a high level of change reported e.g., BMHU and Perinatal team.

October 2021 – Speak Up Month – Speak Up, Listen Up, Follow Up.

Celebrating National Speak Up Month October – 2021

Speak Up, Listen Up, Follow Up
 Together all measuring up to our goals

1. Speak up and share your own truth, even if your voice STONES

2. Speak Up and remember to give your feedback in a professional way

3. Speak up, you're valuable – It's a gift that helps organisations learn and improve by listening to the experiences of patients and workers

4. Take a look at the 'Speak Up' being model on a team supporting ideas and messages

5. Shift the focus from 'what' is speaking up, onto 'how' listening to 'what' they are saying

6. Consider where the barriers to speaking up may exist in your team or work areas, take action to remove them

7. Be particularly encouraging to new starters and students to help feel safe to speak up from day one

8. Use up to date surveys and exit questions to understand what can be done to speak up

9. Establish an environment that encourages constructive conversations, staff will need to be listening, more open culture

10. Rise speaking, positive and positive feedback will encourage speaking up to listening and follow up

11. Feedback provides a way for us to learn from our mistakes, we need to ensure that we are listening to what our staff have to say

12. Encouraging staff to speak up and listen to what our staff have to say

13. By providing the time and space to encourage constructive conversations we should be able to hear a greater voice in listening and follow up

14. Consider your role in making the time for a good speaking up culture

15. Freedom to Speak Up: Raising Concerns (Workplace Safety) - information available on a website

16. Get to know your Freedom to Speak Up Champion and how they can help you on the Champion network

17. Praise staff who encourage speaking up to promote organisational learning and improve an area

18. When we speak to another person we need to ensure that we have been understood and we need to hear what they have to say to us

19. What will it take if you were asked to make a Freedom to Speak Up Partner?

20. Working together we are more speaking up but the rest is usual

Freedom to Speak Up in Healthcare in England
 Speak Up, Listen Up, Follow Up

National Guardian
 Freedom to Speak Up

Speak Up – Core training for all workers
 Listen Up – Training for all Managers
 Follow Up - Training for Senior Leaders

During October FTSUG engaged staff through a calendar of daily messages on social media (Twitter and Facebook) highlighting the importance of speaking up and sharing the message that 'speaking up is about anything that gets in the way of doing a great job'. Each week a different article was written for the LPT bulletin promoting the HEE & NGO training programmes for all health care workers available on the local training platform uLearn. Feedback has generally been positive, and a number of people have contacted the FTSUG after seeing the articles in the bulletin which is heartening. Unfortunately, there are low numbers in terms of completion of training modules. This data will be examined further to establish how this can be improved in the context of workforce capacity, accessibility and communications.

Freedom to Speak Up Champions

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 22 FTSU Champions in the Trust with representatives from all staff support networks. 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.

There have been 2 recent FTSU Champions forum events leading to the co-production of a Champions support pack which includes advice and information to enable appropriate signposting and supportive action, and views on how the network can be developed in the future. Additional recruitment is ongoing with specific staff groups and aligned networks to be encouraged to take up this voluntary opportunity for example Change Champions and Health and Wellbeing Champions.

Freedom to Speak Up Strategy

The Trust refreshed Step up to Great strategy 2021-2025 and Our People Plan 2021-2023 includes many references, as an intrinsic part of both documents, to creating confidence to speak up, utilising feedback surveys, listening to staff experience and improving culture and leadership through responding to staff voice. However, in response to the Board's request, the FTSUG is working collaboratively with FTSUG from Northampton Healthcare Foundation Trust and consulting with key stakeholders to co-produce a comprehensive, up to date strategy/action plan to improve FTSU culture with particular reference to the four pillars of support as described in the NGO Strategic Framework published in 2021.

Freedom to Speak Up Self-Assessment Review

The NHSI/E FTSU self-assessment is a live working document and this was reviewed and updated at the Board development session in December 2021. A number of stretch actions have been identified and these are included in the final document in Appendix 1. Progress on these actions will be assessed at the quarterly update meetings between CEO, Chair, NED and FTSUG.

National Guardian Office (NGO) updates



Clinical leader and registered nurse, Dr Jayne Chidgey-Clark, has been appointed as the new National Guardian for Freedom to Speak Up in the NHS in England. Dr Chidgey-Clark has more than 30 years' experience in the NHS, higher education, voluntary and private sectors. Her most recent roles include as non-executive director at NHS Somerset Clinical Commissioning Group (CCG) where she was a Freedom to Speak Up Guardian.

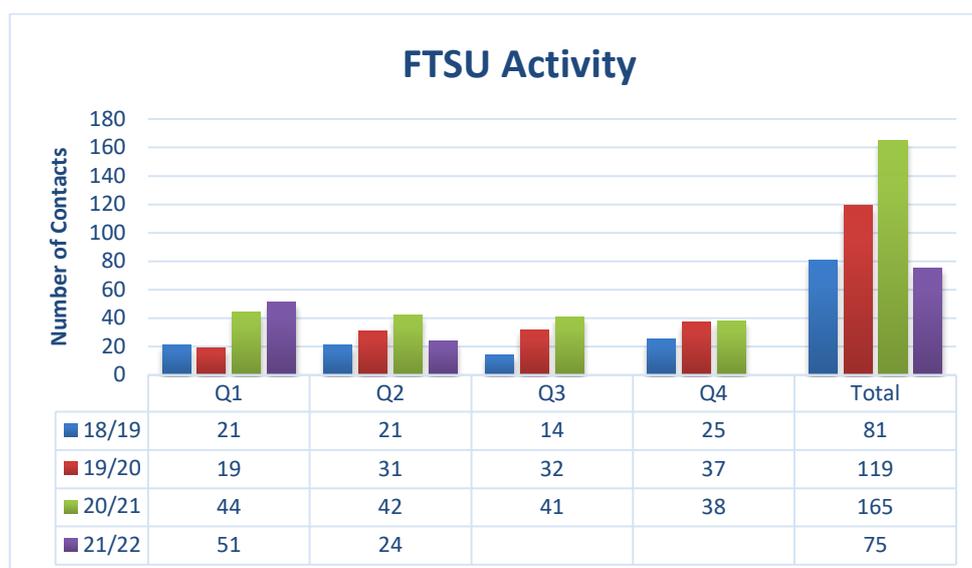
NGO Case Review

The NGO published the most recent case review of speaking up culture and arrangements at Blackpool Teaching Hospitals in October 2021. This identifies areas for learning to improve speaking up experiences of health workers. This case review is scheduled to be examined as part of a gap analysis exercise jointly with colleagues from NHFT and local patient safety team during Q4 21/22.

<https://nationalguardian.org.uk/2021/10/14/blackpool-teaching-hospitals-case-review/>

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 (Q1 & Q2 2021-22), 75 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, from a variety of professional groups and levels of seniority.

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 meetings'.

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

Service Area	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22
DMH	11	13	28	7
CHS	12	12	3	5
Enabling	0	3	2	0
FYPC/LD	18	7	18	12
Hosted	0	3	0	0
TOTAL	41	38	51	24

	No. of Contacts	Internal	External	Anonymous
Q1 21/22	51	47	4	5
Q2 21/22	24	21	3	3

Themes *	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22
Patient Safety	24	14	34	12
Worker Safety	30	27	36	12
Attitudes & Behaviours	20	27	23	9
Bullying/Harassment	10	9	7	3
System/Process	31	20	38	14
Infrastructure/Environment	6	2	11	5
Cultural	11	13	19	5
Leadership	21	25	33	15
Senior Management Issue	7	2	9	1
Middle Management Issue	12	11	26	11

****Speak Up cases often contain multiple themes, therefore data sets do not always equate together.***

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

There were 7 concerns raised directly with CQC and reported anonymously. The responses to these have been coordinated locally and provided by the compliance team.

Patient safety, worker safety, system/process and leadership behaviours relating to middle management issues were the highest categories of concern during Q1 & Q2.

Learning and Actions

The FTSU guardian has been asked to provide specific information relating to the concerns raised across each directorate. This has been included as intelligence in the context of wider staff listening events and discussed as part of the response and action planning particularly within CAMHs outpatient team, Health Visiting team and Beacon Unit. Feedback has been given to the individuals and learning shared within service areas as appropriate.

In addition, information about the staff experience and concerns that has been reported through FTSU guardian has been shared at a number of Quality Summits including Bradgate Mental Health Unit, Mill Lodge and Community Nursing. It is encouraging that FTSU is becoming embedded into this model of exploring a wide range of issues, ensuring that the individual and collective staff voice is heard in the broad context and information triangulated from a range of reporting routes. Action plans and learning is agreed as a part of the summit and these are reviewed to provide a framework for the response, resolution and assurance. There are several more summits arranged for the

New Year in relation to Directorate of Mental Health and these will also include information provided by colleagues through the FTSU route.

All issues 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 Q1 & Q2 (2021-22)
- 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.
- Confirm assurance that the Trust Board is actively involved in shaping the Trust's vision and strategy for Freedom to Speak Up and are proactive in supporting a speaking up culture in the Trust (Appendix 1)
- Acknowledge the national updates and revision to FTSU Champions Networks

Presenting Director: Angela Hillery

Author(s): Pauline Lewitt

14/12/21

Governance table

For Board and Board Committees:	Trust Board 21.12.21	
Paper sponsored by:	Angela Hillery, CEO	
Paper authored by:	Pauline Lewitt, Freedom to Speak Up Guardian	
Date submitted:	21/12/21	
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	
Is the decision required consistent with LPT's risk appetite:		
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	