

Report to:	Board of Directors	Agenda item:	16
Date of Meeting:	25 November 2020		

Title of Report:	Freedom to Speak Up Update 2020/21
Status:	For Discussion and Noting
Board Sponsor:	Claire Radley, Director of People
Author:	Louisa Hopkins, Freedom to Speak Up Guardian
Appendices	Appendix 1: Resources for staff Appendix 2: Role of the Champion Appendix 3: Freedom to Speak Up vision and Strategy Appendix 4: Guidance for Line Managers Appendix 5: Guidance for Leaders

1. Executive Summary of the Report
<p>This report provides an update on the continued progress that the Trust has made since October 2018 when the Freedom to Speak Up (FTSU) Vision and Strategy were ratified by the Board of Directors. The Trust has demonstrated significant commitment to encouraging a culture of openness where learning from events can be used to support improvements in the quality of services for staff, visitors, relatives and patients and the experiences of all of these people. However, there is always more to be done and this report identifies the progress to date as well as some of the plans for future developments.</p> <p>This report explores the most recent data around concerns that have been raised and benchmarks these against other similar-sized trusts over the last 2 years. It also examines the data collected on COVID related concerns. In addition, this report considers the RUH's performance against the FTSU index, and again compares this to the national average.</p> <p>Finally, this report looks at the progress made against the FTSU vision and strategy and includes a 12 month work plan for the next year.</p>

2. Recommendations (Note, Approve, Discuss)
<p>The Management Board is asked to:</p> <ul style="list-style-type: none"> • Discuss and note the Freedom to Speak Up update and • Contribute to the debate around the creation of a speaking up culture within the Trust

3. Legal / Regulatory Implications
<p>The Trust is required to meet the following legal/regulatory requirements in relation to raising concerns:</p> <ul style="list-style-type: none"> • NHS contract (2016/17) requirement to nominate a Freedom to Speak Up Guardian. • National NHS Freedom to Speak Up raising concerns (whistleblowing) policy (2016)

- NHS Constitution: The Francis Report emphasises the role of the NHS Constitution in helping to create a more open and transparent reporting culture in the NHS which focuses on driving up the quality and safety of patient care.
- Public Interest Disclosure Act 1998: The Act covers all workers including temporary agency staff, individuals on training courses and self-employed staff who are working for and supervised by the NHS.
- Enterprise and Regulatory Reform Act 2013: The Act introduces a number of key changes to the Public Interest Disclosure Act targeted at strengthening protections for whistleblowers.
- The Bribery Act 2010: This guidance is targeted at helping employers ensure that their local policies and procedures are in line with the legislation and, most importantly, are tied into whistleblowing arrangements.
- Health Service Circular 1999/198 "The Public Interest Disclosure Act 1998: Whistleblowing in the NHS": The Health Service circular requires every NHS trust to have robust policies and procedures in place which enable staff to raise concerns in compliance with the Public Interest Disclosure Act and remains in force.
- PAS 1998 Whistleblowing Arrangements Code of Practice

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)

The implementation of effective practices ensuring that staff are able to raise concerns and are protected when they do will ensure that the Trust guards against legal claims against it. Failure to develop and implement the requirements of the legal and regulatory framework requirements may lead to reputational and finance losses.

Development and maintenance of the Freedom to Speak Up agenda is one of the key control measures for the management of BAF 2 (shortages in the supply of registered healthcare professionals).

5. Resources Implications (Financial / staffing)

The Guardian post (three days a week) is currently a cost pressure on the HR budget, which also supports training and conference expenses.

6. Equality and Diversity

The Raising Concerns Policy complies with the Public Sector Equality Duty

7. References to previous reports

November 2019 report to Board of Directors – Freedom To Speak Up - Update

8. CQC Domains

Safe: Effective: Caring: Responsive: Well-led

9. Freedom of Information

The report is in the public domain

1. Purpose

The purpose of this report is to update the Board on Freedom to Speak Up (FTSU) activities at Royal United Hospitals Bath NHS Foundation Trust (RUH) over the past year, providing information on the nature of the concerns raised, benchmarking this where possible against the national picture, and including relevant internal data. It also identifies progress made against the Trust's strategy.

2. Background

The National Guardian's Office and the role of the Freedom to Speak Up Guardian were created in response to recommendations made in Sir Robert Francis' report 'The Freedom To Speak Up' (2015 www.freedomtospeakup.org.uk/the-report/). These recommendations in response to Sir Robert's finding that the culture in the NHS did not always encourage or support workers to raise concerns that they might have about quality and safety of care provided, potentially resulting in poor experiences and outcomes for patients and colleagues.

Concerns can be raised about anything that gets in the way of providing good care. When things go wrong, it is important to ensure that lessons are learnt and improvements made. Where there is the potential for something to go wrong, it is important that staff feel able to speak up so that potential harm is avoided. Even when things are going well, but could be even better, staff should feel confident to make suggestions and that these would be taken on board. Speaking up is about all of these things.

The National Guardian's Office is an independent, non-statutory body with the remit to lead culture change in the NHS so that speaking up becomes business as usual. The office is not a regulator, but is sponsored by the CQC and NHSI/E. Freedom to Speak Up and Raising Concerns supports key aspects of the Trust Strategy:

- Be a listening organisation; patient centred and compassionate
- Be an outstanding place to work where staff can flourish
- Improve and innovate every day

The Trust Vision for Freedom to Speak Up is:

To promote and maintain an open and transparent culture across the Trust, ensuring that all members of staff feel safe and confident to speak up about issues that concern them.

A Freedom to Speak Up Guardian has been in place at the RUH since October 2016. The infrastructure is in place and the number of Champions (previously sited as advocates but changed according to NGO guidance) has increased further with currently 20 trained Champions from diverse roles across the Trust.

A visit from Dr Henrietta Hughes, The National Guardian in October 2020, provided the opportunity to assess the Trust's progress against the FTSU strategy. The Trust hosted and organised the event, with speakers from across the whole of the South West network; Claire Radley spoke on '*Working with Cultural and Behavioural*

Change’ and a guest speaker, Tim Goodge, an airline pilot, spoke on ‘*Just and Leaning Culture*’ and how this approach supports patient safety. Dr Hughes also brought challenge and reflection on how to raise the bar on FTSU within the RUH. Reflection on this is ongoing and has led to new conversations and actions detailed further on in the 2021 work plan.

During the Freedom to Speak Up month of October the hospital turned its lights green in support of the service and to help raise awareness. The service took part in the twitter campaign ABC Speakup, more details of which can be found on www.nationalguardian.org.uk/speak-up-month-2020. A promotional video for members of staff has been created and can be accessed here: <https://youtu.be/CneEBsB5AIM>

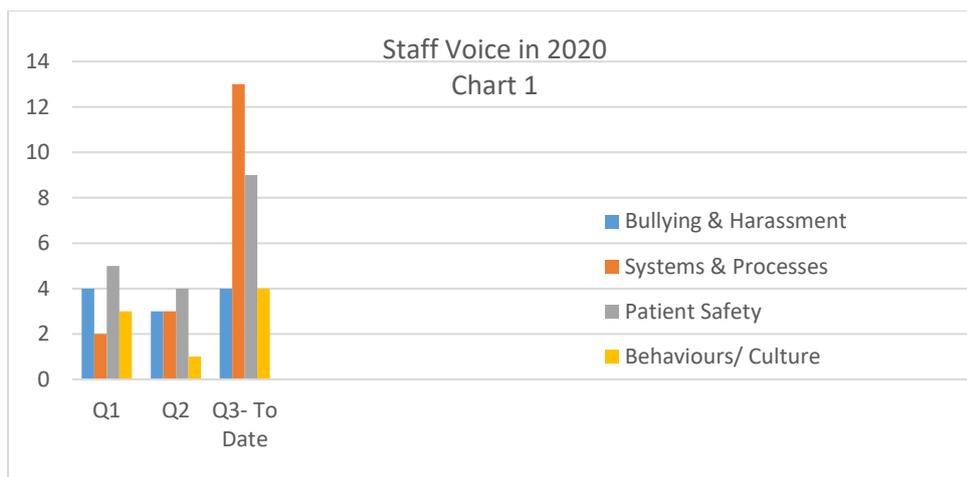
3 Staff Voice- What are staff Speaking Up about?

Charts 1 & 2 below set out the breakdown of staff concerns received to date. The Board will note the increase during the second wave of the COVID-19 pandemic in concerns raised around patient safety and systems & processes. Even aside from the listening events that led to a spike in the number of concerns in December 2019, there is nevertheless a marked increase in the number of individuals accessing the FTSU service this year, particularly in the current quarter.

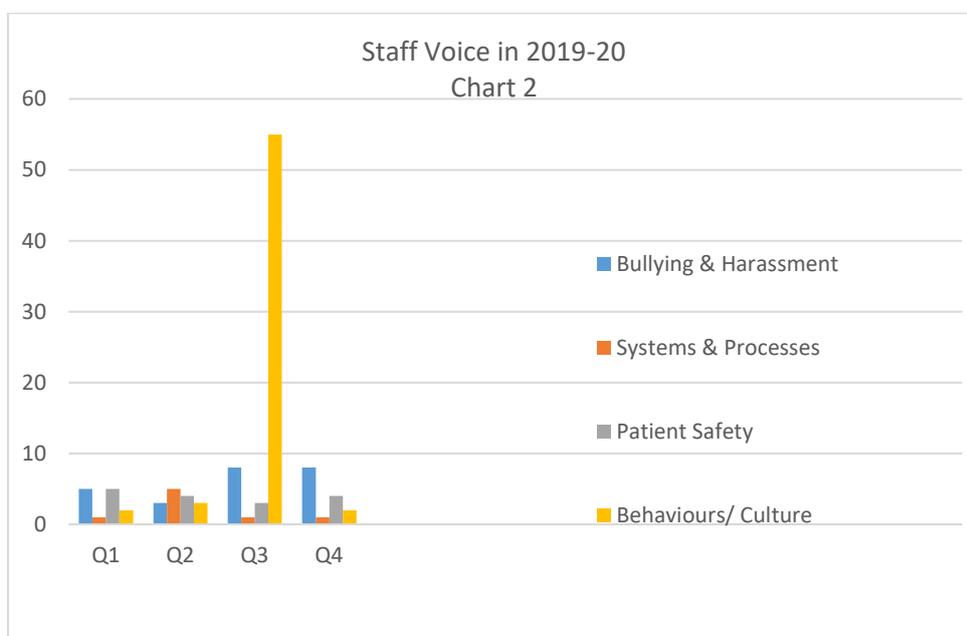
The service is starting to capture how and if staff have tried to raise their concerns prior to using the FTSU service. To date, the majority of cases indicate that staff would normally have sought to question or raise their concerns with a more senior colleague before accessing FTSU.

That said, the significant changes in the way that senior leadership within the Trust has communicated with staff has been noted. From the introduction of daily updates in April to the Question & Answer sessions instituted by Libby Walters during her time as interim CEO, and Cara Charles-Barks’ ‘Ask me Anything’ sessions on Workplace, many staff are reporting that this more open approach has encouraged them to persevere in finding a route to raise their concerns.

There was a marked increase in the number of concerns raised in Q3 this year following Freedom to Speak Up Month with 28 cases raised this quarter, compared with 12 cases raised by this quarter date last year. The FTSU service also currently has 30 cases open from 53 cases this year.



Previous year for comparison 2019 -20



Overall, cases follow a similar trend to the national picture, although there are occasional spikes such as in relation to the cultural issues raised in one area, and an increase of systems and processes concerns raised in the last quarter.

4. How RUH compares to the National Picture

The National Guardians Office has been in process of changing their online data submission portal, but at present only the themes of patient safety and bullying and harassment are recorded. It is difficult therefore to fully benchmark the Trust's figures at present. This is being reviewed for 2021/22.

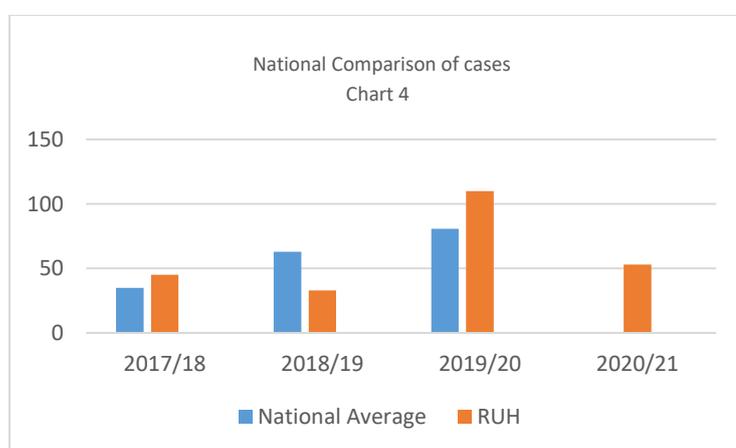
Chart 3 below shows the comparison between bullying & harassment/patient safety cases with national data from the National Guardians Office

www.nationalguardian.org.uk

Chart 3	2018/19	2019/20	2020/date
National Data Bullying & Harassment %	41%	36%	No data
RUH Bullying & Harassment %	30%	24%	25.5%
National Data Patient Safety %	29%	23%	No data
RUH Patient Safety %	36%	14.5%	34.5%

The Trust's FTSU service is reviewing how it disseminates learning from patient safety cases. Details of a response to bullying & harassment concerns can be found later in this report.

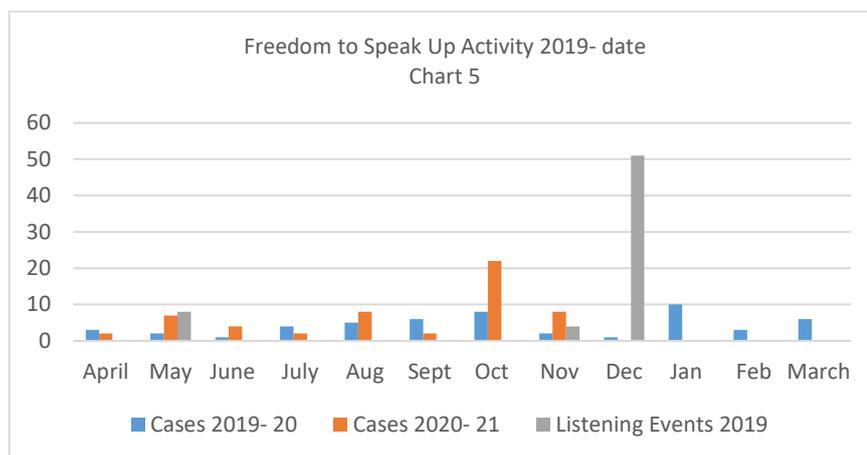
To further explore how the RUH compares to other organisations, Chart 4 below shows the number of cases raised here since 2017 to date compared to the national average for medium-sized acute trusts with a workforce of between 5,000 and 10,000.



* National Average of Medium Trust 5,000- 10,000 workforce

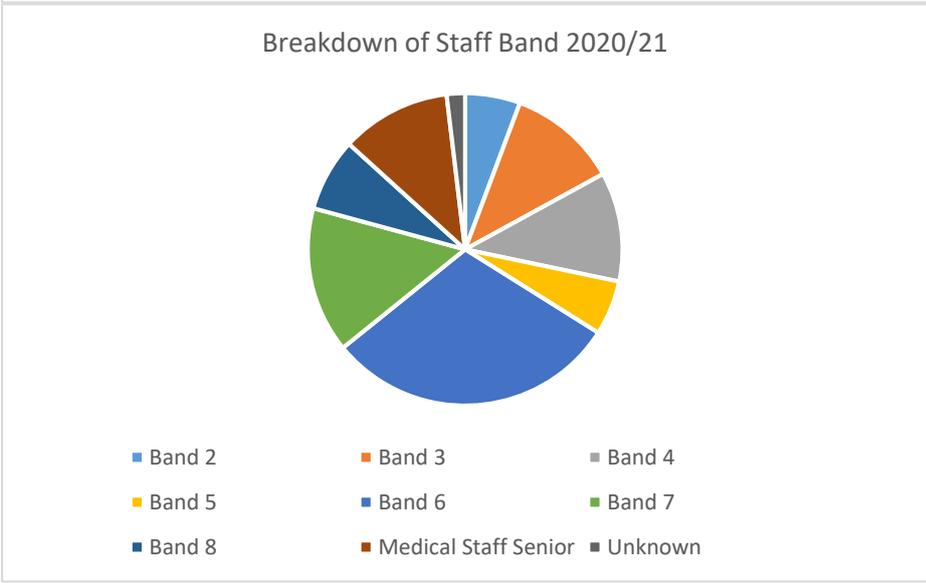
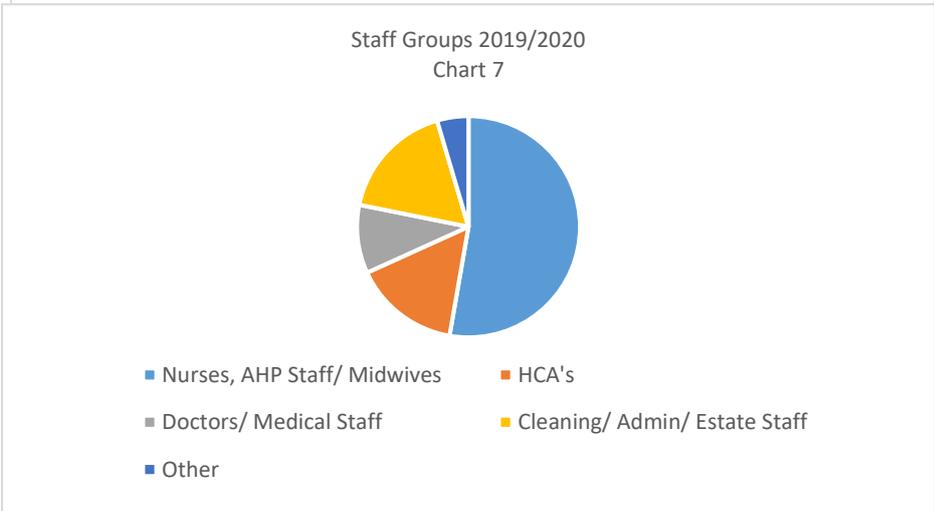
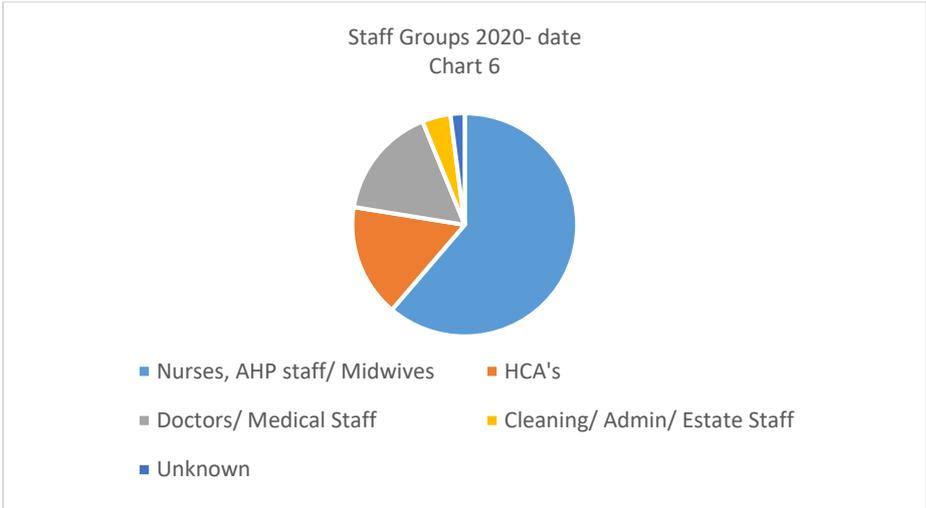
Chart 5 below shows the breakdown of the cases between listening events and cases from April 2019 to date. Listening events are an opportunity for teams or departments to seek support in raising concerns and they are advertised to staff as opportunities to support, reflect, listen and learn from staff teams. Last year two teams were supported to hold such events – one was keen to talk about their working culture and the other wanted to share their concerns about the pressures that they were under. The FTSU service creates listening clinic spaces where staff

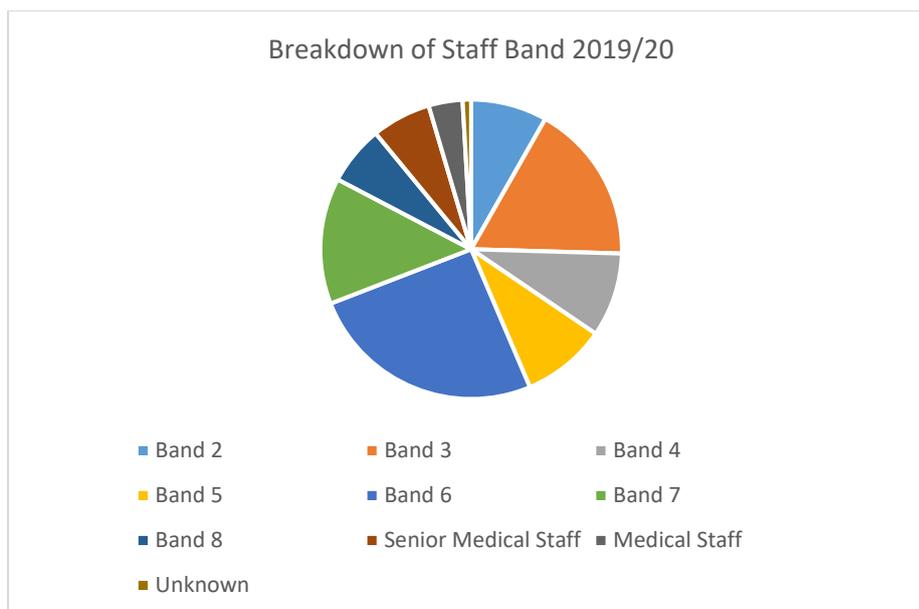
'drop in' and share their voice and experience. The staff voice is collated and shared, with the staff members' permission, with the commissioning leaders who help ensure that it results in meaningful action. Listening events still count as 'cases' but offer a different way of supporting staff and do account for some spikes in activity. In comparison, this year, to date no requests to support listening events have been received, and this is likely to be due to the social distancing restrictions and changes in working practices.



Overall, the RUH's numbers were higher compared to the rest of England, but this year, they are presently in line with the national average.

Charts 6 and 7 shows the make-up of the staff who have raised concerns over the last 2 years.



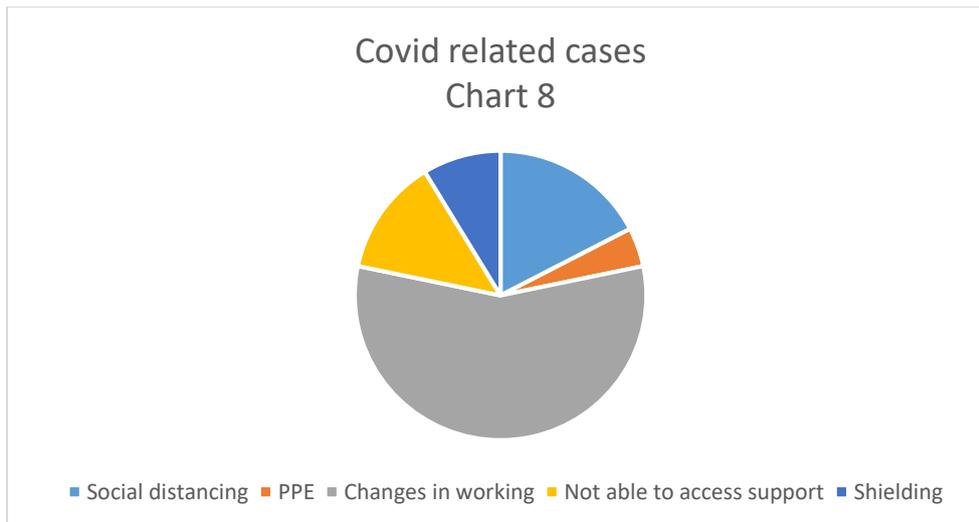


This data indicates that a range of staff groups and bands of staff are accessing FTSU. While every effort is made to capture the data, this must be balanced against the need to ensure that those raising concerns are not inadvertently identified.

5. COVID

The FTSU service has joined the rest of the organisation in changing the way it works to ensure that staff are still able to access support through the different stages of the COVID-19 pandemic. Staff have content to meet virtually or raise their concerns by email or telephone. A number of channels including Twitter, Workplace, staffing briefings and posters have been used to increase awareness of the service. A new poster campaign is also being developed in response to feedback from some staff that they do not always feel confident to share their concerns.

Chart 8 shows a breakdown of the concerns that have been raised around COVID. These add up to 42% of total number of concerns raised since April 2020.



Efforts are made to ensure that all the cases that have arisen as a result of the pandemic are handled swiftly and themes and learning disseminated promptly to ensure that any issues around patient and staff safety are addressed as quickly as possible. It is not clear whether staff are finding alternative routes to raise other concerns or whether COVID concerns are at the forefront of staff minds at the moment.

More details on the national picture and the Guardian's perception of activity can be found here in the Guardian Pulse Surveys:
<https://www.nationalguardian.org.uk/publications/>

6. National Freedom to Speak Up Index

The National Guardian Office has published a FTSU Index, to monitor development of the 'speaking up culture' in the NHS. This index was first published in October 2019. NHS England commissioned the National's Guardian Office to develop the index based on the following four questions from the annual NHS Staff Survey:

- % of staff responded "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 17a)
- % of staff responded "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 17b)
- % of staff responded "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 18a)
- % of staff responded "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 18b)

The RUH currently scores 77.2% on this index compared to the highest performing Trust at 86.6% and the lowest performing at 68.5%. The Trust's score represents a 2.2% increase from the 2018/19 score published in October 2019. The national average increase over the period was 1%, and the Trust's achievement of more than

doubling this was acknowledged by the National Guardian during her visit. The South West region of Guardian networks also achieved the biggest average improvement in the country.

Since the last report to the Board, 9 new champions have been appointed and trained. There has been considerable interest each time a post has been advertised. Staff wishing to take up the role must have the support of their line manager. It is a voluntary role, and the team meets every 6- 8 weeks. (Please See Appendix 2 for role expectations of Champion.)

Providing training to all staff is a key action that is likely to impact the Trust's FTSU index score. Training has been released by National Guardians Office (delayed by COVID-19 pandemic), and the Trust is in discussions with The Learning and Development Team on how to disseminate this to all staff.

7. Themes of Speaking Up

Noted current themes include the following:

- There are themes emerging from a number of concerns raised around behaviours and civility and around bullying & harassment. In response to these themes an A3 improvement project (using one of the Improving Together tools) has been commissioned to take place later this month.
- There has been a theme in the last 3 quarters of BAME staff not accessing FTSU service this year. The service is seeking to actively improve networking with different groups in the organisation, including the Fusion network and newly appointed Inclusion officers. Steps are being actively taken to increase the diversity in the Champion network.
- Staff have repeatedly expressed concern regarding Human Resources processes. These range from the way staff are informed that a formal process is being implemented, to the isolation they feel going through a process. In response:
 - The HR team have set up a buddy system to support staff going through a process, and
 - A Restorative Just and Learning review is due to be completed by January 2020.

8. Feedback and discussion of Detriment with Staff:

Staff are supported by the FTSU service until their case is closed. This ideally occurs with the agreement of the staff member. All those who have raised concerns are asked whether they have or expect to suffer any detriment as a result of speaking up. They are advised that they can report detriment at any point before or after a case is closed.

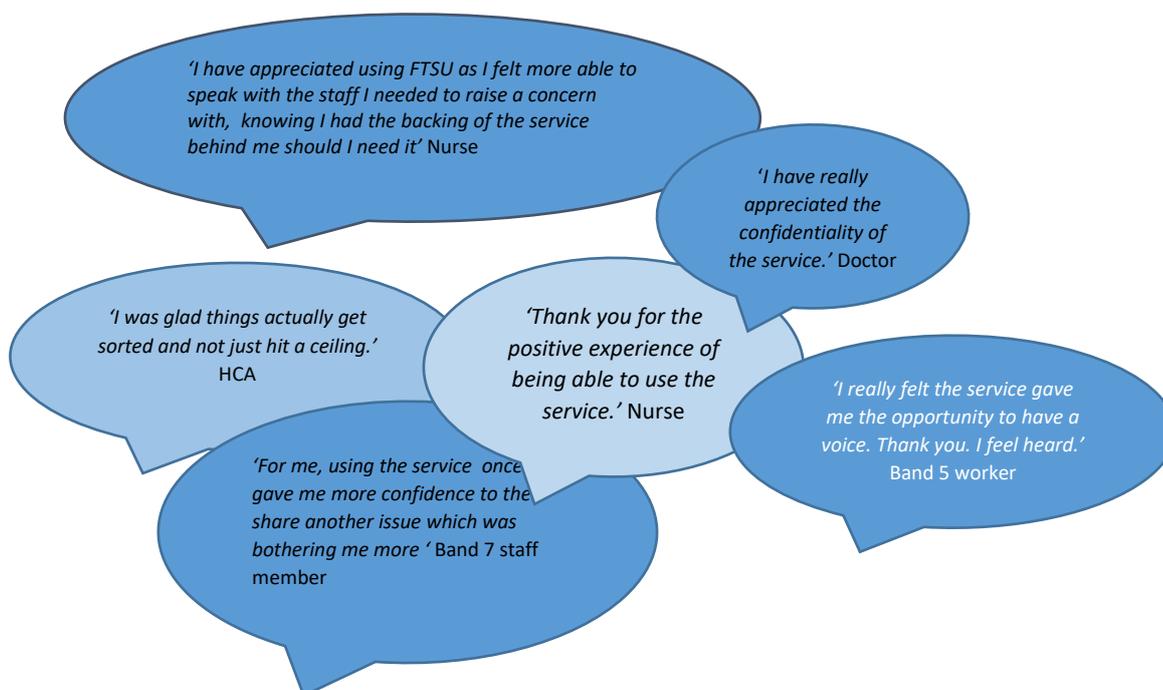
As each case is sign posted, the FTSU team also seek a written response from those to whom the colleague was sent to confirm the nature of any action taken to listen, learn and reflect from the case

To date, no staff have reported detriment this year. The NGO are due to release further guidelines on detriment and perceived detriment at the end of Q3 this year, and this will be incorporated into the service’s processes.

We are looking at different ways to gather feedback as staff do not always respond to the request which is at present sent via e mail contact.

No of cases closed and asked for feedback	Would you use the service again?		Detriment reported	Protected Characteristics disclosed	BAME
	Yes	No / Maybe			
28	20	0	0	1	0

Staff Voice in the Feedback given;



9. Progress made against FTSU Strategy and Vision

9.1 *Responding to concerns in a timely way, ensuring timely resolution and clear, appropriate communication with staff to demonstrate the reality of the Trust’s commitment.*

There is no current guidance on what a timely response is from NGO. However, the team aims to ensure that all staff are contacted within 72hrs hours of the concern being raised. In reality, the response is often the same day. There are 2 other designated champions who have access to the confidential FTSU email account to assist in this approach. The team has started to include this question in feedback in order to capture the true picture.

- 9.2 *Providing effective awareness training for all staff so they are clear about how to raise concerns;*
 Training has been planned for over a year and due to the standardised nature of the National Guardian Office Training, the decision was made to wait for this to be released. Now released, the FTSU service is liaising with the Education team on how to go about providing this training and monitoring its uptake. It is hoped the training will become mandatory due to the guidance from NGO that all workers should access it, and to reflect the importance of all staff having access to the speaking up service. Training is available and offered to staff groups as they wish to access it. The Trust has developed its own FTSU Champion training with the support and guidance of NGO and it is in turn supporting other organisations with their training.
- 9.3 *Ensuring everyone is clear about their roles and responsibilities when handling concerns and are supported to do so effectively;*
 The service has further developed its communication channels for staff who may not fully understand FTSU and how the service operates. See Appendices 4 & 5
- 9.4 *Providing regular communications to all staff (including those permanently employed on a full- time/part-time basis, temporary/ contracted workers and volunteers) to raise the profile and understanding of our raising concerns arrangements;*
 The service communicates regularly with bank staff/ staffing solutions to remind them of the offer. Close connections have not yet been developed with the Trust's volunteer staff, but Guardian and champions will in due course be visiting areas/ promoting the service to raise awareness in those areas.
- 9.5 *Communicating key findings to staff about the level and type of concerns raised and any resultant actions taken, as is appropriate under the scope of confidentiality;*
 Concerns are handled on a case to case basis and the action to be taken is based on the presence of themes and the description of case. All cases are kept confidential and staff are made aware that if they share any information that puts someone at risk, then FTSU service will act, and in turn will support the staff member in that process.
- 9.6 *Developing a training strategy which sets out who, how and when staff will receive Freedom to Speak Up training.*
 Discussion is currently ongoing with the Education Centre and an update will be provided by the end of Q3.
- 9.7 *The **number of referrals** made to the Freedom to Speak Up Guardian. Our ambition in the first three years is to achieve an increase in the number of referrals as evidence that staff are feeling more confident to raise concerns.*
 Over the last 3 years, the number of cases has increased from 45 in 2017/18, fallen to 33 in 2018/19, but increased to 110 in 2019/20. This year cases are lower in comparison with last year, but awareness building of the service continues.

9.8 *The **nature of the referrals** and in particular the themes emerging.*
The nature of all referrals and any emerging themes are captured.

9.9 *The **number and nature of staff who have been trained** about Freedom to Speak Up.*

This is planned for 2021.

9.10 *The **number of Freedom to Speak Up Champions**, and the extent to which their **diversity** represents the demographics of Trust staff.*

Improvements are required here, and there is a hope that working with the staff networks will lead to more champions from BAME and LGBTQ backgrounds, and those with disabilities would be identified and trained.

10 Work Plan for 2020-21

Work Plan for 2020-2021	Action
Increase the number of Champions in line with diverse demographics of the Trust staff by March 2021	<ul style="list-style-type: none"> • Advertise and appoint Champion Staff in support of increasing diversity in our champion role
Develop a plan for training for all staff within the next 6 months	<ul style="list-style-type: none"> • Work with Education Centre to implement NGO training and ways to accurately monitor uptake • Continue work in Induction process of Junior Drs, All staff and Students and review input yearly (due September 2021)
<p>Focus on supporting all staff who may experience barriers to speaking up.</p> <p>To see an increase of BAME staff speaking up by December 2020</p>	<ul style="list-style-type: none"> • Work with our equality and diversity networks & inclusion ambassadors • Increase our champion staff • Focus communications on areas known to have barriers to speaking up; staff who do not access internet/ e mails, staff solutions • Focus communications to appeal to all staff in a variety of ways e.g. Workplace, diversity networks, twitter, posters, Staffing brief
Work on more strategic ways of sharing and triangulating information, including patient safety by December 2020	<ul style="list-style-type: none"> • Work with leaders to forge productive pathways to triangulate and share information

	<ul style="list-style-type: none"> • Be active in current groups such as Staff engagement, Health & Well, strategic workforce • Review current ways of working against NGO guide lines
Build relationships and see an increase in cases in the next 12 months in line with National Average	<ul style="list-style-type: none"> • Network with staff to learn how to better support staff groups • Aim for next 6 months is to look at ways of informing nursing staff of FTSU service
Increase our FTSU index over and above the national average for 2020/21.	<ul style="list-style-type: none"> • Work in partnership with other Trusts and NGO SW networks
Review our feedback mechanisms Inc. Detriment by January 2020	<ul style="list-style-type: none"> • Review our policy and practices against new guidance on detriment from NGO due to be released by Dec 2020.
Ensure that FTSU is incorporated and embedded within key relevant 'Trust strategies'	<ul style="list-style-type: none"> • Investigate and review April 2021

Appendix 1: Resources and accessibility of FTSU Service

- We have made a promotional video for staff to access. Please access it here; <https://youtu.be/CneEBsB5AIM>
- Information for staff on the intranet with an introduction from the Director of People as well as a National Guardian's Office video on Freedom to Speak Up & promotional video
- FTSU information given to all new starters, at Doctor Inductions and also to Nursing Students. FTSU information and contact details is shared by other departments such as Human Resources, EAP, well being contact booklet. Information placed in 'Wobble Rooms' and posters/ leaflets distributed regularly through the hospital.
- Confidential email address: ruh-tr.freedomtospeakup@nhs.net
- Raising Concerns Policy, as well as links to other related policies including: Code of Expectations, and the Trust Grievance Policy
- Staff can request Listening Events for teams; giving teams a safe place to raise and discuss a concern

Appendix 2: Role of the Champion

As a Champion of the Freedom to Speak Up service you will;

- Visibly champion the FTSU agenda, encourage an open and transparent approach to speaking up and provide support if you notice staff need guidance
- Uphold the Trust values
- Handle all concerns raised to you as a Champion are treated confidentially in a discrete and professional manner
- Support and encourage staff to speak up with appropriate staff, encourage support with line manager, if not viable option- signpost to Guardian as appropriate
- Act within regulatory bodies, and Trust policies including record keeping.

Appendix 3- Freedom to Speak Up Vision and Strategy

Purpose

Sir Robert Francis's 'Freedom to Speak Up' review in February 2015 highlighted the need for the creation of the National Guardian and Freedom to Speak Up Guardians at every Trust in England as a 'vital step towards developing the right culture and environment for speaking up'.

Enabling our staff to speak up is a central aspect of our Trust vision and goals, particularly to be '*recognised as a listening organisation*' and to '*be an outstanding place to work where staff can flourish*'. It will also enable us to develop a culture of safe care and of learning and improvement.

It is central to our Trust values. Key to achieving our value *Everyone Matters* is the behaviour '*Speak Up – encourage everyone to have a voice and help people to be heard*'.



This document sets out the Trust's Freedom to Speak Up vision and strategy and should be read alongside the Trust's Raising Concerns Policy. There are also links to our commitment to Equality, Diversity and Inclusion and our Code of Expectations.

Our Vision

To promote and maintain an open and transparent culture across the Trust, ensuring that all members of staff feel safe and confident to speak up about issues that concern them.

Our Strategy

The Trust will take the following actions to deliver this vision by: -

- 8 Implementing policies which clearly differentiate between a grievance and raising a concern;
- 9 Responding to concerns in a timely way, ensuring timely resolution and clear, appropriate communication with staff to demonstrate the reality of the Trust's commitment;
- 10 Providing effective awareness training for all staff so they are clear about how to raise concerns;
- 11 Ensuring everyone is clear about their roles and responsibilities when handling concerns and are supported to do so effectively;
- 12 Providing regular communications to all staff (including those permanently employed on a full- time/part-time basis, temporary/ contracted workers and volunteers) to raise the profile and understanding of our raising concerns arrangements;
- 13 Communicating key findings to staff about the level and type of concerns raised and any resultant actions taken, as is appropriate under the scope of confidentiality;
- 14 Developing a training strategy which sets out who, how and when staff will receive Freedom to Speak Up training;
- 15 Sharing good practice and learning from concerns raised using a variety of communication channels, with the key aim of fostering openness and transparency;
- 16 Adopting good practice identified through active involvement with regional networks and the National Guardian's Office; and
- 17 Actively seeking the opinion of staff to assess that they are aware of and, are confident in using local processes and use this feedback to ensure our

arrangements are improved based on staff experiences and learning.

Monitoring

The following **annual staff survey results** provide an important barometer of our Speaking Up culture.

- Senior managers in this organisation promote a culture of patient / service user safety
- Staff are encouraged to challenge safety practices if they are not working
- In my team / department, we discuss ways to improve staff / patient safety
- If you were concerned about unsafe clinical practice, would you know how to report it?
- I would feel secure raising concerns about unsafe clinical practice
- I am confident that my organisation would address my concern
- My organisation treats staff who are involved in an error, near miss or incident fairly
- My organisation encourages us to report errors, near misses or incidents
- When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again
- We are given feedback about changes made in response to reported errors, near misses and incidents

The **number of referrals** made to the Freedom to Speak Up Guardian. Our ambition in the first three years is to achieve an increase in the number of referrals as evidence that staff are feeling more confident to raise concerns.

The **nature of the referrals** and in particular the themes emerging.

The **number and nature of staff who have been trained** about Freedom to Speak Up.

The **number of Freedom to Speak Up Champions**, and the extent to which their **diversity** represents the demographics of Trust staff.

The **annual reporting to the National Guardian's Office** will also be available locally.

Assurance

A Freedom To Speak Up report will be presented to the Board twice a year by the Freedom To Speak Up Guardian and the Executive Lead for Raising Concerns which will include: -

- An assessment of the efficacy of the Trust's Raising Concern Policy;

- An overview of the cases reported and the themes identified;
- Benchmarking of the Trust against other Trusts in the region and nationally;
- Interactions between the Freedom to Speak Up Guardian and external bodies and network, and their engagement with senior managers and members of the executive team; and
- A work plan for the next 12 months.

The Freedom to Speak Up Guardian will present an update quarterly to the Strategic Workforce Committee.

Our Commitment

Our Board and senior leadership team will support the achievement of this by: -

- Modelling the behaviours to promote a positive culture in the organisation;
- Providing the resources required to deliver an effective Freedom to Speak Up function; and
- Having oversight to ensure the policy and procedures are being effectively implemented.

Our FTSU Guardian and other champions have a key role in: -

- Raising the profile of 'raising concerns' in our organisation;
- Providing confidential advice and support to staff in relation to concerns they have about patient safety; and
- Providing confidential advice and support to staff in relation to the way their concern has been handled.

The Trust are fully engaged with the National Guardian's Office and the local network of Freedom to Speak Up Guardians to learn and share best practice.

Appendix 4: FTSU Guidance for line managers



Information & Guidance for Line Managers Regarding Freedom to Speak Up.

The Freedom To Speak Up service may often seek support of line managers within the organisation to listen, reflect, learn and feedback to their teams.

The Freedom to speak Up Service works by signposting concerns to the correct leader or line manager in the organisation to support the staff member speaking up.

It is important that we take any concerns seriously and that suggestions are listened to and used as an opportunity for improvement. The FTSU service will then request feedback from that support so that the case is closed and we capture the learning.

Staff access the service as a safe space to raise their concern. Sometimes, concerns are anonymous and as a FTSU team and line managers we do not seek out the identity of the person, other than to support them speaking up and having a safe space to hear that concern.

Dr Henrietta Hughes OBE, National Guardian for the NHS, says, “Speaking up can really make difference. But it’s only effective if people listen up, and follow up. In this way Freedom to Speak Up will be business as usual.”

Thank you for your continued support in listening to staff raise concerns.

Louisa Hopkins

Freedom to Speak Up Guardian

For more information please refer to www.nationalguardian.org.uk

Please contact the Freedom to Speak Up Team on:

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Appendix 5: Guidance for leaders



Information & Guidance for Leaders Regarding Freedom to Speak Up.

Staff here at The Royal United Hospital are encouraged to raise and share concerns, promoting an open and transparent culture of speaking up.

If we think there is potential for something to go wrong, it's important that we all feel able to speak up so that any harm is prevented.

The Trust encourages all staff to thank members of staff who raise a concern.

Whilst the service is confidential and, unless agreed with the individual, anonymity is maintained. Sometimes, concerns are anonymous and we do not seek out the identity of the person, but support them to speak up and have a safe space to hear that concern.

As a service we signpost concerns and as part of that, we may seek the support from leaders in the organisation to hear the concern the staff member has raised. We then reflect, learn and feedback.

Even when things are good, but could be even better, we should feel able to speak up and should expect our suggestion is listened to and used as an opportunity for improvement.

Dr Henrietta Hughes OBE, National Guardian for the NHS, says, "Speaking up can really make a difference. But it's only effective if people listen up, and follow up. In this way Freedom to Speak Up will be business as usual."

Thank you for your continued support in listening and supporting staff to raise concerns.

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