

<b>Recommendation</b> <input type="checkbox"/> <b>DECISION</b> <input checked="" type="checkbox"/> <b>NOTE</b>	Trust Board are asked to note the contents of this report which refers to the Freedom to Speak Up Guardians 12 month review.
<b>Reporting to:</b>	<b>Trust Board</b>
<b>Date</b>	Wednesday 28 March 2018
<b>Paper Title</b>	Freedom to Speak Up Guardian Annual Board Report
<b>Brief Description</b>	The paper provides an overview of the Freedom to Speak Up Guardian role, information on the last 12 months statistics, analysis of cultural change within the Trust and next steps.
<b>Sponsoring Director</b>	Victoria Maher, Workforce Director
<b>Author(s)</b>	Kate Adney, Freedom to Speak Up Guardian and Teresa Love, Freedom to Speak Up Guardian.
<b>Recommended / escalated by</b>	
<b>Previously considered by</b>	
<b>Link to strategic objectives</b>	Link to Trust Values - to promote a culture of openness and the freedom to speak up to ensure that our Trust is the safest and kindest place for our Workforce.
<b>Link to Board Assurance Framework</b>	
<b>Equality Impact Assessment</b>	<input checked="" type="radio"/> <b>Stage 1 only (no negative impacts identified)</b> <input type="radio"/> <b>Stage 2 recommended (negative impacts identified)</b> <input type="radio"/> negative impacts have been mitigated <input type="radio"/> negative impacts balanced against overall positive impacts
<b>Freedom of Information Act (2000) status</b>	<input checked="" type="radio"/> <b>This document is for full publication</b> <input type="radio"/> <b>This document includes FOIA exempt information</b> <input type="radio"/> <b>This whole document is exempt under the FOIA</b>

## NHS Staff Survey Results 2017/18

### Introduction

The report by Sir Robert Francis, **Freedom to Speak Up; An independent review into creating an open and honest reporting culture in the NHS (2015)** highlighted 20 key principles for NHS Trusts to implement, which included an emphasis on creating a culture of safety, raising concerns, culture free from bullying, visible leadership and valuing staff.

In addition the review introduce the role of Freedom to Speak Up Guardian to act as an;

*Independent and impartial source of advice to staff, with access to anyone in the Organisation including the CEO or if necessary outside the Organisation.*

*They can ensure that the primary focus is on the safety issue; that the case is handled appropriately, investigated promptly and issues addressed; and that there are no repercussions for the person who raised it.*

The Royal Shrewsbury and Telford Hospital Trust identified the recommendations and appointed two Freedom to Speak Up Guardians (10 hours a week each) Kate Adney and Teresa Love.

The Trust is committed to:

- Creating a culture of openness and transparency
- Ensuring that there are no repercussions for those that raise concerns
- Ensuring that the Trust is a safe and kind place to work

The Freedom to Speak Up Guardians have been in post for 12 months and this report will document findings, feedback and next steps.

### Objectives

- To encourage a culture of openness and the Freedom to Speak Up
- For every member of staff throughout the Trust to know about the Freedom to Speak Up Guardians
- For speaking up to be 'business as usual'
- To link in with Regional and National Guardian Office for shared learning

## **Plan -**

As this was a new role, the initial stages was to plan how we were going to interact with staff, create awareness and develop relationships. This was done by:

Meeting with the CEO, Chairman and Senior Management Team to introduce ourselves, the role and gather information on any potential issues that might already be arising.

We devised a Marketing and Communications Plan to ensure that staff would get to know about us and the purpose and background to the role. We also planned some events that would help us with staff engagement.

We invested time in self and professional development in order that we had the tool kit, competency and skills required to best support our colleagues.

We planned meetings with HRBP's and other key members of staff and create links for support including Staff Side and Unison.

We planned to attend all Regional Networking Events and the National Guardian Conference as well as training sessions by Public Concern at Work.

We planned to review the Whistleblowing and Freedom to Speak Up Policy and ensured that we had systems and processes in place to safely and securely document and report in conjunction with the requirements and guidelines set out by the National Guardian Office.

## **Implementation**

Our Marketing and Communications Plan saw us deliver the following, with the support of the Communications Team:

Posters were printed and displayed across all sites, as well as on noticeboards, staff rooms and display areas. Our details were also printed on the inside of all payslips so every member of staff was reached.

We developed an intranet page and also a Raising Concerns page on the SaTH website.

We presented at Junior Doctor Forums, Junior Doctor Induction Sessions, Nurse Preceptor ship Study Days, to the Education Team and also developed power point slides to be included at the Corporate Induction.

We walked around all wards and departments on a weekly basis, to enable staff to engage with us and for us to be very much seen on the shop floor.

We have carried out 12 Round the Kitchen Table Events across both sites. We have publicised these events through regular Chatterbox features.

We have met with all the Colleagues as stated in our plan with monthly feedback meetings to the Workforce Director.

We have listened to our colleagues, escalated where necessary, ensured we always feedback and documented in line with the requirements of the National Guardian Office.

We have submitted monthly data reporting to the National Guardian Office.

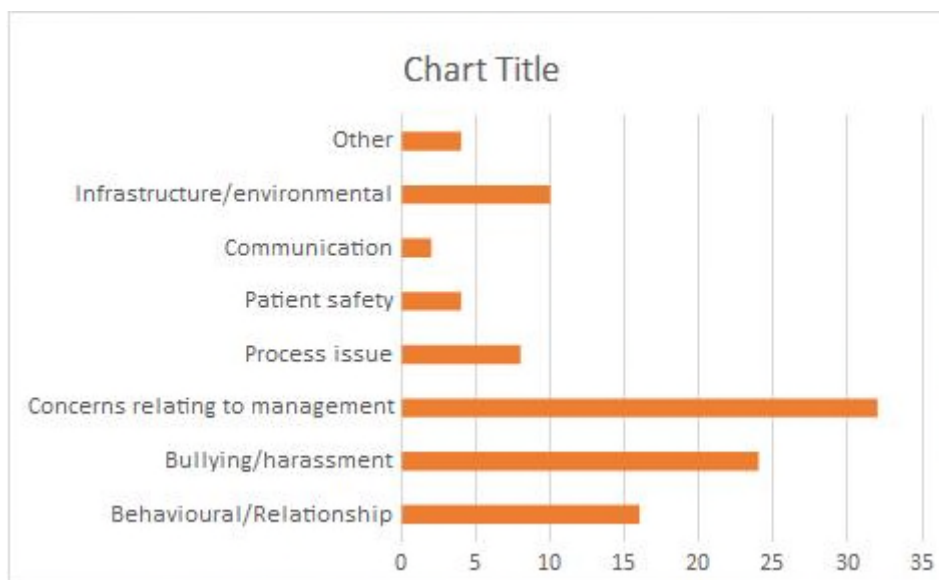
We have attended Regional Freedom to Speak Up networking and raining days, along with Public Concern at Work and two National Guardian Office Conferences. This enabled us to learn and share with all NHS Trusts as well as embedding into the Regional Network for the West Midlands.

It was identified by NHSi and the CQC that all Freedom to Speak Up Guardians would be part of every CQC inspection as well as the formal CQC well led interview. The Freedom to Speak up Guardians have been interviewed by the CQC on one occasion to date but with further interviews planned.

### **Summary of Findings**

From February 2017 to March 2018 we have handled 40 Freedom to Speak Up cases. These cases have fallen into the following categories:

- Bullying and Harassment 24%
- Concerns relating to Managers 32%
- Process Issues 8%
- Environmental & Infrastructure 10%
- Behavioural & Relationship Issues 16%
- Communication Issue 2%
- Patient Safety 4%
- Other (Payroll/Pension) 4%



55% of these cases were from Non Clinical Staff 45% from Clinical Staff

It is clear that the largest % of cases fell in to the Concerns relating to Managers and Bullying and Harassment Issue categories. It is important that this is recognised and more work is done with Managers to ensure that members of their Teams are not experiencing bullying or harassment.

### **Levels of engagement**

We have established four levels of engagement for interacting and communicating with our staff:

#### **Level 1 (Low)**

Communicating to our staff about our role through Chatterbox Newsletter, Intranet and our contact details on the intranet page.

#### **Level 2**

Presentation at Inductions and Forums  
Visual on shop floor through walk arounds

#### **Level 3**

Round the Kitchen Table events, a small focused time within departments in order to start open conversations.

#### **Level 4 (High)**

One to one engagement with escalation and feedback as appropriate for the concern raised.

### **Conclusions and Next steps**

From the data and cases that the Freedom to Speak Up Guardians have collated so far the main cause for concern in our staff is issues with their Managers and also experiencing some form of bullying and/or harassment.

The next steps would see the Freedom to Speak Up Guardians:

- Continuing to listen to colleagues and feedback and/or escalate as required.
- Continue to engage and communicate with as many staff possible across all three sites.
- Engage more closely with the Senior Leadership Team, including attending and feeding back at Workforce Committee on a quarterly basis.
- Meet with new Chair and COO and encourage Board members to promote and encourage the Freedom to Speak Up
- Host the Regional FTSU Networking event to further embed our relationships with our colleagues in other Trusts.
- Increase our communication activity in order that we further reach our staff, produce a video to be shown at all inductions.
- It would be appropriate for the Freedom to Speak Up Guardians to have more time in order to fully deliver the role in accordance with the National Guardian Office and the requirements of the CQC. At present the Freedom to Speak Up Guardians are not able to fully support 6,000 members of staff in a timely manner in 10 hours a week each.