

Cover page	
Meeting	Trust Board
Paper Title	Trust Board are asked to note the contents of this report which refers to the Freedom to Speak Up Guardians 6 monthly review.
Date of meeting	Thursday 30 <sup>th</sup> May 2019
Date paper was written	Tuesday 28 <sup>th</sup> May 2019
Responsible Director	Medical Director
Author	Kate Adney, Freedom to Speak Up Guardian
Executive Summary	
<p>This paper provides a 6 month summary of activity, feedback and themes of concerns raised to FTSU Guardians. Overarching data is provided relating to concerns raised and the categories that the concerns fall into.</p> <p>Summary of FTSU activity is detailed along with developments and actions that have been taken to further imbed the FTSU role and to encourage a culture of speaking up to be 'business as usual'.</p> <p>Evidence is provided of the activity that the FTSU Guardians are engaging in to further embed the FTSU Role and to promote the Freedom of Speaking Up.</p>	
Previously considered by	

The Board is asked to:			
<input type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input checked="" type="checkbox"/> Note	<input type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:

Safe

Effective

Caring

Responsive

Well-led

Link to strategic objective(s)

Select the strategic objective which this paper supports

- PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare
- SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care
- HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities
- LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions
- OUR PEOPLE Creating a great place to work

Link to Board Assurance Framework risk(s)

No

Equality Impact Assessment

- Stage 1 only (no negative impact identified)
- Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)

Freedom of Information Act (2000) status

- This document is for full publication
- This document includes FOIA exempt information
- This whole document is exempt under the FOIA

Financial assessment

No

## Main Paper

### Situation

In response to concerns about culture in the NHS, the Secretary of State for Health and Social Care commissioned Sir Robert Francis to carry out an independent review: Freedom to Speak Up ([www.cqc.org.uk/content/national-guardians-office](http://www.cqc.org.uk/content/national-guardians-office)). The review recommended that every NHS organisation should understand the value of speaking up which complies with national standards and enables organisations to support workers to speak up, respond appropriately and take necessary action as recommended by the report.

FTSU Guardians are in place to ensure that speaking up becomes 'business as usual' and our staff do not suffer repercussions for speaking up.

The FTSU Guardians have been in post for 27 months at SATH. It is clear that the visibility of the role has increased and this has resulted in increasing numbers of staff accessing the support FTSuG offer. This report outlines the activity of the FTSuG in the last 6 months.

### Background

The role of the FTSU Guardians is directly link to our Trust Values – with the aim being 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 Patients and Workforce.

NHS Improvement's Guidance for boards on Freedom to Speak Up in NHS Trusts and NHS Foundation Trusts advises that organisations need:

- Effective speaking up arrangements help to protect patients and improve the experience of NHS workers. Having a healthy speaking up culture is an indicator of a well-led trust.
- The guide sets out expectations of boards in relation to Freedom to Speak Up (FTSU). Meeting the expectations set out in this guide will help a board to create a culture responsive to feedback and focused on learning and continual improvement. This guide is accompanied by a self-review tool. Regular and in-depth reviews of leadership and governance arrangements in relation to FTSU will help boards to identify areas of development and improve.
- The Care Quality Commission (CQC) assesses a Trust's speaking up culture during inspections under key line of enquiry (KLOE) 3 as part of the well-led question. This guide is aligned with the good practice set out in the well-led framework, which contains references to speaking up in KLOE 3 and will be shared with inspectors as part of the CQC's assessment framework for well-led.
- Completing the self-review tool and developing an improvement action plan will help trusts to evidence their commitment to embedding speaking up and oversight bodies to evaluate how healthy the trust's speaking up culture is.
- Speaking up processes are effective and continuously improved

Furthermore NHS Providers advise that all NHS Trusts have appointed a Freedom to Speak Up Guardian to work alongside trust leadership teams to achieve the following outcomes:

- Staff have the capability to speak up effectively and are supported appropriately.
- The Board is engaged in all Freedom to Speak Up matters and issues that are raised.
- A culture of speaking up is instilled throughout the organisation and the NHS.
- Safety and quality are assured.

Last year the CQC reported that the average number of cases per trust is largest amongst combined acute and community trusts (an average of 43 cases per trust reported over the year). More cases (2,223, 31% of the total) were raised by nurses than other professional groups.

The role of the FTSU culture touches many areas of the Well-Led Framework which describes the different elements of good practice:

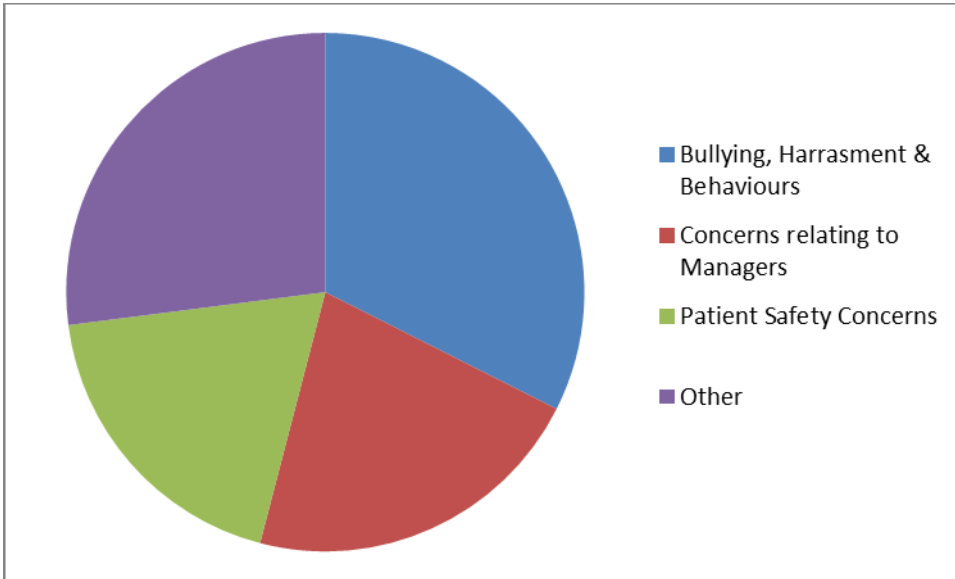
<p><b>1</b></p> <p>Is there the <b>leadership capacity and capability</b> to deliver high quality, sustainable care?</p>	<p><b>2</b></p> <p>Is there a clear <b>vision</b> and credible <b>strategy</b> to deliver high quality, sustainable care to people, and robust plans to deliver?</p>	<p><b>3</b></p> <p>Is there a <b>culture</b> of high quality, sustainable care?</p>
<p><b>4</b></p> <p>Are there clear responsibilities, <b>roles</b> and systems of accountability to support good governance and management?</p>	<p><b>Are services well led?</b></p>	<p><b>5</b></p> <p>Are there clear and effective processes for managing <b>risks</b>, issues and <b>performance</b>?</p>
<p><b>6</b></p> <p>Is appropriate and accurate <b>information</b> being effectively processed, challenged and acted on?</p>	<p><b>7</b></p> <p>Are the <b>people</b> who use services, the public, <b>staff</b> and <b>external partners engaged</b> and involved to support high quality sustainable services?</p>	<p><b>8</b></p> <p>Are there robust systems and processes for <b>learning</b>, continuous <b>improvement</b> and <b>innovation</b>?</p>

At SaTH the FTSU Guardians have been in place for twenty-seven months. It is clear that the visibility of the role has increased and this has resulted in increasing numbers of staff accessing the support FTSU Guardian, which is seen as a positive development

The number of FTSU Cases 1<sup>st</sup> December 2018 to 21<sup>st</sup> May 2019 we have handled 37.

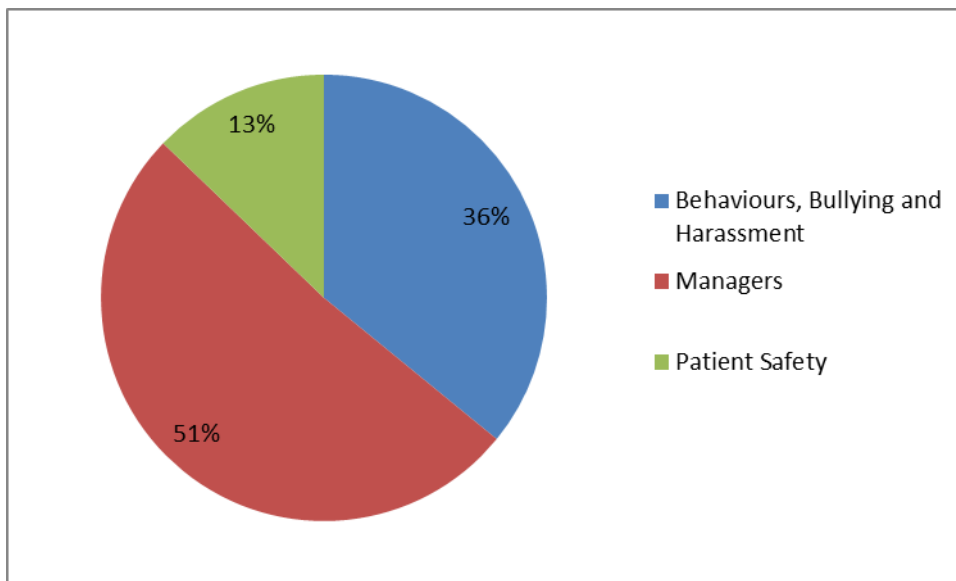
These have fallen into the following categories:

- Behaviours, Bullying and Harassment
- Concerns relating to Managers
- Patient Safety
- Other

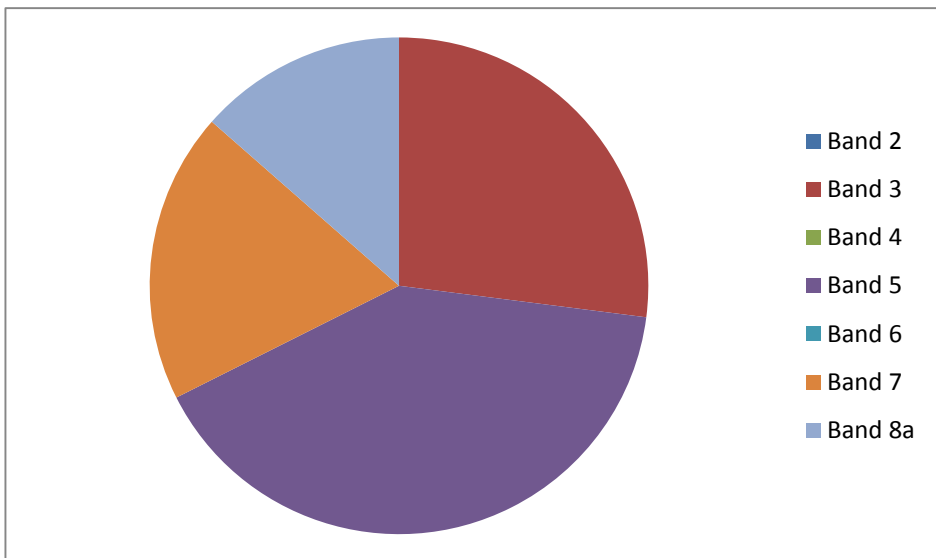


In the previous six months ( June 2018 to November 2018) we handled 33 Freedom to Speak Up cases. These fell into the following categories:

- Behaviours, Bullying and Harassment
- Concerns relating to Managers
- Patient Safety



## Concerns raised by Band



Activity by the FTSU Guardians over the last six months has been:

- Listening to concerns raised and acting accordingly, fed back and documented learning outcomes.
- Training & Development through the Regional Network
- Attendance at Meetings including Workforce Committee, Engagement and Enablement Meetings, Q&S
- Development and implementation of the Just Saying Programme through ITU and our Patient Safety Links with string input from Brenda Maxton.
- 22 FTSU Advocates have been recruited to further imbed the FTSU Role and to raise the profile.
- Regular meetings with Executive Directors, CEO and Chair
- Development of the FTSU Self -Assessment Tool with an action plan in place in line with KLOE's.
- FTSU Policy has been updated and circulated April 2019.
- Communications plan has been devised and implementation in place to commence June 2019.
- Focus on presence within Women's and Children's to re-visit the work taken place in 2018.
- Recruitment of two further FTSU Guardians
- Regular meetings with Associate Director of Quality and Safety
- Review of the Royal Cornwall Case Review has taken place and comparison paper presented at Workforce Committee 20 May 2019.
- Reporting to National Guardian Office as required for data collection.

## Assessment

It is clear that the current Freedom to Speak Up to Guardian is visible, accessible and pro-active and enabling the Board to have confidence that issues of patient safety are being raised through this route, in addition to normal governance processes.

The Executive Team are readily accessible to the Freedom to Speak Up Guardians.

The Freedom to Speak Up to Guardian is discussing the Trust FTSU self-assessment with Tom Grimes - NHSI Head of Enquiries, Complaints & Whistleblowing and he will be supporting the Trust FTSU to undertake a facilitated board development session planned for June 2019.

Updates have been reported to Workforce Committee with Monthly Summary Updates to the Executive Team and Senior Leaders.

Attendance at ISG Well Led to include the discussion of FTSU in relation to relevant KLOE's in place.

## Recommendation

It is recommended that Board take note of the themes and findings over the last six months.

- For FTSU Guardians to report directly to Medical Director when they are in post on June 17<sup>th</sup> 2019
- To continue to link in with Executive Directors, CEO and Chair as appropriate.
- To continue to report findings and themes, six monthly at Trust Board.