

Cover page	
Meeting	Trust Board Thursday 6 <sup>th</sup> February 2020
Paper Title	FTSU Action Plan 2019/2020
Date paper was written	30 <sup>th</sup> December 2019
Responsible Director	Dr Arne Rose, Medical Director and Executive Lead for FTSU
Author	Kate Adney, Lead Freedom to Speak Up Guardian
Executive Summary	
<p>This paper is a FTSU Action Plan drawn from themes taken from the FTSU Self Review Tool, Comparison Paper from the Royal Cornwall Case Review and Board Development Session in August 2018. This Action Plan identifies areas for action over the next 12 months for the Trust. This provides important information that will be used to devise and implement the FTSU Vision and Strategy, Objectives and Communication Plan for the next 12-24 months.</p> <p>Summary of FTSU action plan 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>8 Key objectives have been identified with relevant actions for stakeholders. Expected outcomes are also in the Action Plan.</p>	
Previously considered by	Workforce Committee 20 <sup>th</sup> January 2020

The Board is asked to:			
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input 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:				
<input checked="" type="checkbox"/> Safe	<input type="checkbox"/> Effective	<input type="checkbox"/> Caring	<input checked="" type="checkbox"/> Responsive	<input checked="" type="checkbox"/> Well-led

<p>Link to strategic objective(s)</p>	<p>Select the strategic objective which this paper supports</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare</li> <li><input checked="" type="checkbox"/> SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care</li> <li><input type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities</li> <li><input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions</li> <li><input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work</li> </ul>
<p>Link to Board Assurance Framework risk(s)</p>	<p>No</p>

<p>Equality Impact Assessment</p>	<ul style="list-style-type: none"> <li><input type="radio"/> Stage 1 only (no negative impact identified)</li> <li><input checked="" type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)</li> </ul>
<p>Freedom of Information Act (2000) status</p>	<ul style="list-style-type: none"> <li><input checked="" type="radio"/> This document is for full publication</li> <li><input type="radio"/> This document includes FOIA exempt information</li> <li><input type="radio"/> This whole document is exempt under the FOIA</li> </ul>
<p>Financial assessment</p>	<p>No</p>

## ***Freedom to Speak up***

### ***Our Vision***

Shrewsbury and Telford Hospital Trust aspires to have an open and just culture where all staff feel able to speak up and know they will be heard.

Since 2016 there has been much work undertaken nationally to improve NHS staff confidence in speaking up following the findings from the Mid Staffs public inquiry and Sir Robert Francis' Freedom to Speak up review. Shrewsbury and Telford Hospital Trust are committed to implementing the recommendations coming from these reports and to developing a fully open culture.

As 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 action plan has been aligned to good practice outlined in the Well Led framework.

Shrewsbury and Telford Hospital Trust have taken this guidance and in further alignment with the National Freedom to Speak up Guardian's case reviews and recent guidance for the Board have produced this action plan with the next steps required to ensure we can fulfil this aspiration.

#### **Shrewsbury and Telford Hospital Trust**

Executive Lead: Dr Arne Rose, Medical Director

Non- Executive Director Lead: Teresa Boughey

**Lead Freedom to Speak Up Guardian** : Kate Adney

**Freedom to Speak Up Guardians:** Teresa Carrington & Chan Kaur

***Action plan 2019/20***

Areas for review	Actions	Key stakeholders	Target date for completion
A) For Senior Leaders to articulate the Trust's FTSU Vision and key learning from issues that workers have spoken up about.	<ol style="list-style-type: none"> <li>1) Implement FTSU Vision &amp; Strategy</li> <li>2) Develop strategy to feedback learning at Board Level and throughout Organisation using a variety of communication methods</li> </ol>	<ol style="list-style-type: none"> <li>1) Director of HR</li> <li>2) Executive Lead for FTSU</li> <li>3) Freedom to Speak up Guardian</li> </ol>	FTSU Vision & Strategy delivered to Board 2018 <b>October 2018</b>
Executive Lead for FTSU to review FTSU Vision & Strategy	<ol style="list-style-type: none"> <li>1) Review annually</li> <li>2) Present updated V&amp;S to the Workforce Committee</li> <li>3) Present to Board for approval</li> </ol>	<ol style="list-style-type: none"> <li>1) Executive Lead for FTSU</li> <li>2) Freedom to Speak Up Guardians</li> </ol>	Review due July 2019 (Overdue) <b>Complete by January 2020</b>
B) Increase reach and Speak up cover across all sites	<ol style="list-style-type: none"> <li>1) Recruit a minimum of 30 Freedom to Speak up Advocates by September 2019 across all sites to reflect the diverse workforce: to include a range of staff disciplines, ethnic backgrounds, gender and disabilities (Role description and application process already produced)</li> <li>2) All Advocates to have initial training from Regional FTSU Trainer by September 2019</li> <li>3) Devise and implement Communication Plan in May 2019 for the next 12 months</li> </ol>	<ol style="list-style-type: none"> <li>1) Freedom to Speak up Guardian</li> <li>2) Communications Officer for FTSU</li> </ol>	Advertisement and recruitment of Advocates <b>July 2019 (Complete) – 43 FTSU Advocates now in place</b>  Training <b>September 2019 (Complete) Training delivered by FTSU to Advocates.</b> <b>E-Learning module available for Advocates to completed (not compulsory)</b>  Communications Plan <b>June 2019 (Complete)</b>
C) Senior leaders to play a part in the	1) Board Development Session	1) Executive lead for FTSU	Board Development

development of the FTSU Vision and Strategy and explore what FTSU means to leaders in the Trust.	2) Completion of the FTSU Self Review Tool	2) Freedom to Speak Up Guardian 3) Senior Leaders	Session <b>Completed May 2019</b>  Self Review Tool <b>Complete October 2019</b>
D) For FTSU Cases to be compliant and quality assured.	1) To carry out an internal audit of FTSU Cases	1) Non- Executive Director for FTSU	<b>By end of March 2020</b>
E) For Senior Leaders to model speaking up by acknowledging mistakes and making improvements.	1) To acknowledge mistakes as evidence of learning 2) Case studies to be shared at SLT and Trust Board what changes and learning have taken place on the back of concerns that have been raised.	1) All Senior Leaders 2) Freedom to Speak Up Guardian 3) Executive Lead for FTSU	Trust Board <b>November 2019 and quarterly thereafter in 2020</b>  FTSU to feedback at SLT <b>Quarterly</b>
F) For the Board to be able to state with confidence that staff know how to speak up and do so with confidence.	1) Review Speaking up policy 12 months on and annually thereafter using feedback gained from staff within the process and any updated national guidance. 2) Bespoke questions on FTSU in our Staff Survey 4) Policy to staff side and Tier 2 Committee's before ratification at Board. 5) Communication of new policy to all staff	1) Directors of HR 2) HR managers 3) Workforce Committee 4) Staff side 5) Communications 6) FTSU Guardian	FTSU Policy Updated <b>April 2019 next review April 2020</b>  Communications Plan To be implemented <b>June 2019 – Communication Plan to be reviewed in May 2020 for the next 12 months</b>
H) For Senior Leaders to demonstrate an understanding of FTSU and the impact this has on staff who have spoken up	1) Demonstrate learning by feeding back to staff through Communications or 1:1 meetings. Completed of feedback template	1) Senior Leaders 2) Freedom to Speak Up Guardians	<b>Ongoing</b>

	<p>document to be produced by January 2020 that Senior Leaders complete to acknowledge learning</p> <p>2)Ensure cases are handled in a timely manner, to acknowledge a concern within 3 working days and ensure concerns are completed with feedback within 3 months (unless investigations or matters outside our control affect this)</p> <p>3)Feedback to staff who have spoken up in an open and honest way and ensure everyone who speaks up is thanked.</p>			
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