


Board of Directors' Meeting
11 August 2022

Agenda item	156/22			
Report	Freedom to Speak Up (FTSU) Reports: 2022/23 Q1 Report / Annual Report 2021/22			
Report Author	Helen Turner, Freedom to Speak Up Guardian			
Executive Lead	Director of Governance and Communications			
	Link to strategic pillar:		Link to CQC domain:	
	Our patients and community		Safe	
	Our people	√	Effective	
	Our service delivery		Caring	
	Our partners		Responsive	
	Our governance	√	Well Led	√
	Report recommendations:		Link to BAF / risk:	
	For assurance	√	Link to risk register:	
	For decision / approval			
	For review / discussion			
	For noting			
	For information			
	For consent			
Presented to:				
Dependent upon (if applicable):	N/A			
Executive Summary:	<p>The following report provides the FTSU update for Quarter 1 2022/23.</p> <p>In total, 71 concerns were raised in Quarter 1, which is a 7% increase on the previous quarter and a 29% decrease on Q4 20/21.</p> <p>The trend of attitudes and behaviours and bullying and harassment being the most widely recorded them continues at 45%.</p>			
Appendices:	<p>Appendix 1 – Q1 2022/23 colleague feedback</p> <p>Appendix 2 – Annual Report 2021-22</p>			
Lead Executive				

Q1 2022/23 Colleague Feedback

1. Assessment of issues including themes and trends

In Quarter 1 SaTH received 71 contacts through the FTSU mechanism. This is slightly higher than the previous quarter following a declining trend in Q3 and Q4 quarter. Average contacts over a 2-year period up to Q4 21/22 are 84.

The previous year's contacts are contained in the table below to enable quarter and year on year comparison.

	Q1	Q2	Q3	Q4	Total	Increase	National Avg Increase
2022/23	71	N/A	N/A	N/A	71 Q1	N/A	N/A
2021/22	100	113	90	66	369	18%	Not available yet.
2020/21	41	82	103	78	302	208%	26%
2019/20	22	17	57	49	145	119%	32%
2018/19	10	18	18	20	66	106%	73%
2017/18	4	7	12	9	32	N/A	N/A

The NGO has not yet released the complete data for the 21/22 period so we are unable to benchmark the increase of concerns at SaTH against the national rise or decline.

The NGO requires all Trusts to submit their data to the national portal following the close of a quarter and is submitted in the following categories:

Category	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23
Bullying and Harassment	4	4	11	6
Patient Safety	33	11	12	15
Anonymously	3	0	1	0
Detriment	0	1	1	0

However more granular themes for SaTH can be seen in the charts below:

Nature of issue	Qtr2 21/22	Qtr3 21/22	Qtr4 21/22	Qtr1 22/23	Total 21/22
Behavioural /Relationship	31	37	21	25	160
Patient Safety /Quality	21	11	12	15	70
Bullying / Harassment	4	4	11	7	34
Worker Safety	12	11	5	16	53
Policies, procedures, and processes	33	22	12	4	82
Leadership/Management	5	1	0	0	12
Lack of support Covid-19	0	0	0	0	0
PPE/Equipment	1	1	0	0	2
Service Changes	2	2	1	0	9
Cultural	0	0	0	0	0
Other	4	1	4	4	18
Total	113	90	66	71	440

Concerns raised by profession

Profession	Qtr1 21/22	Qtr2 21/22	Qtr3 21/22	Qtr4 21/22	Qtr1 22/23	Total 21/22
Nurses	25	30	29	25	21	129
Administrative / Clerical Workers & Cleaning/Maintenance/Ancillary	21	20	41	20	24	126
Allied health professionals (other than pharmacists)	24	24	10	12	18	88
Healthcare assistants	6	15	3	5	2	31
Doctors	13	7	3	1	2	26
Midwives	10	14	1	0	3	29
Corporate service staff	0	0	3	0	0	3
Other	1	3	0	3	1	8
Total	100	113	90	66	71	440

The NGO has published a further update to its categories which as a team we are recording to be able to report to the NGO, however because of the numbers of concerns raised at SaTH we will continue to report on the professional categories as outlined above as these are more user friendly and the Board can see progression of numbers of contacts/concerns.

Profession	Numbers who have spoken up in Q1 22/23	Total head count @ SaTH	% of that profession in Trust who have raised a concern Q2	% of that profession in Trust who have raised a concern Q3	% of that profession in Trust who have raised a concern Q4	% of that profession in Trust who have raised a concern Q1 22/23
Nurses	21	1683	1.8%	1.7%	1.4%	1.2%
Administrative / Clerical workers /Maintenance /Ancillary /Cleaning	24	2047	1.03%	2%	1%	1.2%
Allied health professionals including pharmacists and health care scientists.	18	690	3.5%	3.5%	1.7%	2.6%
Healthcare assistants	2	781	0.8%	0.4%	0.6%	0.25%
Doctors	2	626	2.1%	0.5 %	0.2%	0.32%
Midwives	3	285	3.5%	0.35%	0%	1.05%
Corporate service staff	Included as admin/ clerical staff				0%	0%
Other	0	N/A	N/A	N/A	3%	0%
Total	71	6182	12.73%	8.45%	7.9%	6.62%

Contacts	Qtr2 20/21	Qtr3 20/21	Qtr4 20/21	Qtr1 21/22	Qtr2 21/22	Qtr3 21/22	Qtr4 21/22	Qtr1 22/23	Total
Open	1	1	6	6	24	19	33	35	125
Closed	81	100	72	94	89	71	33	36	576

Overall, up until the end of Quarter 1, 22/23 125 contacts remain open. Broken down by year; 8 contacts out of 302 in 20/21 remain open, which is eleven less open than reported last quarter and we continue to work towards concluding these with colleagues. The Board are also asked to note the reduction of the total of outstanding open concerns compared to previous reported totals. Since we started reporting the open and closed concerns, the average concerns remaining open were 169. The reason for this reduction is the drop in concerns overall, signposting and colleagues raising the concern themselves.

Reasons for open cases are:

- Complex employee relations issues.
- Complex cultural change in areas takes time to embed and therefore following up can be a further three – six months after the issue is dealt with or longer in some cases.
- Complex issues requiring significant time to address.
- Patient care issues due to challenged staffing levels exacerbated by COVID19 pandemic
- Sporadic engagement from those who have raised concerns.
- Lack of engagement from those dealing with concerns.
- Difficulties resolving concerns amid complex team dynamics

Themes

Behaviours/Relationships/Bullying and Harassment

As per previous quarters nearly half of the contacts made this quarter are about behaviours and relationships and bullying and harassment, and for the purpose of this report have been combined.

The main staff group speaking up about behaviours are registered nurses and administrative and clerical colleagues.

Although there has been much work undertaken to improve the Trust's culture, an urgent meeting was convened in May following triangulation of FTSU data and the staff survey results and a subsequent presentation to the Senior Leadership Committee by the Deputy Director of Workforce on a revised approach.

One of its pillars includes Civility, Respect and Inclusion which the FTSU will lead alongside the Head of Culture and which the Board of Directors will be taking part in, in their Board session on the 8th September.

Of the 25 contacts to FTSU 20 were individual cases

Actions taken in response:

1. Ward meeting convened with senior colleagues in attendance to hear concerns.
2. Ward deep dive and action plan in place.
3. Review of whole department and associated action plan and cultural review
4. Escalation to senior medical staff for action.
5. Meetings with senior nursing colleagues to discuss issues raised.
6. Early stages of actions to improve longstanding poor culture in a team.
7. There were also requests of no action as colleagues just wanted to have their

voices heard.

Patient Safety

Those speaking up about patient safety in Quarter 1 were a mixture of staff groups. Concerns about patient safety were ways of working; patient neglect; patient case review; cohorting procedures; Consultant approach.

Of the 15 contacts made to FTSU this equates to 7 individual cases of which 4 are still open and from the same department

Actions taken to resolve patient safety issues

1. Review of ways of working and implementation in a timely manner.
2. Matron and ward manager review of patient neglect and learnings in place.
3. Feedback to colleagues on the patient case review.
4. Confirmation of correct cohorting procedures.
5. Escalation to senior team and preliminary actions in place.

Worker Safety or Wellbeing

A diverse range of issues has been raised including support for newly qualified nurses; working conditions; health and wellbeing; workload; rising cases of COVID and concerns about contracting it;

Of the 16 contacts made to FTSU this equates to 12 individual cases.

Actions taken to address issues

1. Escalation to senior managers to review workload
2. Signposting to counselling service
3. Signposting to HWB offer
4. Signposting to HR advisory service
5. Colleagues have moved job roles.
6. Escalation to senior medics
7. Advice from IPC team.

Policies and Procedures

There was another downturn in contacts coming through about policies and procedures with only 4 in this quarter compared to the last 3, which had in total 66 contacts on this theme. At this time we do not know the reason for this. Concerns raised in this quarter were flexible working; pensions; promotion; categorisation of sickness.

Actions taken to address issues

1. Signposting to payroll.
2. Advised to discuss at line manager meeting.
3. No escalation required.
4. Improvement suggestion to HR

Professional Groups

The professional group to raise most concerns in this quarter were administrative/clerical

workers/cleaning/catering/maintenance and ancillary staff, followed by nurses and the AHPs

Nurses:

Over half the contacts in this category were about behaviours and relationships and bullying and harassment followed by policies and procedures, patient safety and worker safety. Of the 20 contacts made this equates to 16 individual concerns. Of those 20 contacts, 10 were about one specific area within the Trust which is undergoing a comprehensive review.

Actions taken in response:

1. Escalation to HR and divisional response.
2. Flexible working discussions with management and HR.
3. Comprehensive divisional response which encompasses a range of issues in two areas.
4. International nurses housing issues resolved.
5. Signposting to raise concerns directly with line manager.
6. Discussion with patient safety lead on expectations of outcomes following an incident.
7. Two members of staff wanting a safe space to discuss issues.

Administrative/Clerical Workers/Cleaning/Catering/Maintenance and Ancillary Staff

This category raised the most concerns in Quarter 1 and over half the contacts in this category were about behaviours and relationships and bullying and harassment. Of the 24 contacts made this equates to 18 individual concerns.

A pattern of this category is the amount of signposting and coaching employed by FTSUG's to resolve concerns, rather than FTSU escalation.

Actions taken in response:

1. Comprehensive divisional response which encompasses a range of issues in two areas.
2. Workloads addressed by management.
3. Formal action being taken by colleague
4. No action required, colleagues asking to have their voices heard.
5. No escalation required by FTSU team, as colleague keeping a watching brief on behaviour.
6. Signposting to Workforce Team.
7. Signposting to Payroll
8. Signposting to Workforce Advisory Line.
9. Discussion with colleague how best to manage an issue with the team.
10. Clarification of guidance published.
11. Colleague needing reassurance that action was being taken about bullying and harassment in the Trust.
12. 3 x drop-outs, colleagues contacting FTSU but not pursuing.

Allied Health Professionals including pharmacists

AHP colleagues raised concerns mainly about patient safety, of the 18 contacts made this equates to 10 concerns.

Actions taken in response:

1. Improvement suggestion made but unclear if this will happen.
2. Mediated conversation resolved the issue re: discrimination.
3. Assessment and reallocation of working arrangements.
4. Confirmation of Datix submitted and subsequent review.
5. Escalation to senior colleagues

6. No further escalation for one concern.

7. Signposting to line manager.

HCA's and Nursing Assistants

Only 2 contacts were made to FTSU by healthcare assistant colleagues which continues the trend of small numbers coming through to the service both were about attitudes and behaviours and bullying and harassment. One of the concerns already had union involvement and did not require further escalation and action was being taken by the ward manager to resolve.

Midwives

There were 3 concerns raised in Quarter 1 by midwives, however they were happy to speak directly to the Director of Midwifery and no need for further escalation by FTSU. A fortnightly MT drop-in session by the DoM has been started and there has been excellent uptake.

The DoM also advised midwifery colleagues at the May session that there had been no contact with FTSU in Q4. Midwives felt this was because before they had used the FTSU service previously due to lack of solid leadership for the service, they now felt confident to raise their concerns directly with senior colleagues.

Doctors

Two concerns were raised about patient safety and Consultant behaviour, one was escalated at Divisional level and the behavioural concern was dealt with directly by the Doctor.

2.0 Action taken to improve FTSU Culture

- Drop-in sessions with Director of Nursing and Chief Executive open to all staff
- Developing Civility and Respect 'social movement' with Head of Culture and Dr Chris Turner currently finalising details.
- FTSU session at Leadership Development 2
- Over 800 visibility visits, awareness raising sessions and drop in for teams in 21/22 from FTSU team.
- 139 values and behaviours workshops have taken place across the trust, 302 teams in total.
- Mandating of speaking up training from 1st June 2022.
- Reviewing and improving of processes – more to be done and will be re-evaluating again when new guidance from regulators is released.
- Appointment of fixed term Guardian, start date not confirmed yet.
- Regular meetings with stakeholders for action and to provide oversight of concerns raised. These include monthly 121's with Chief Executive and Workforce Director; Director of Nursing; Director of Governance and Communication; Director of Midwifery; NED Lead for FTSU, HR, Divisional Director of Nursing, Equality and Diversity Lead; attendance at Junior Doctor Forums; attendance at weekly nursing meeting.
- Presenting at twice monthly corporate induction.
- Improvement of feedback to those who raised concerns.
- Presentations at international nurses and student midwife inductions
- Concerns raised have been acted upon in a timely and appropriate manner and recorded as per the National Guardian Office Guidelines.
- Health and wellbeing actions by the Trust through the HWB team - Wednesday walk-arounds
- Formalising of relationship and membership of PROTECT.
- Commissioning of SafeCall.

3.0 Learning and Improvement

Below is a list of high-level detail of learning points from concerns raised with FTSU. It is also for the Board to note that learning and improvement is challenging to implement as much of the work we do is resolving individual issues and whilst this may impact on cultural improvement in teams or staff morale, structural changes such as changes to policy or overhauls in ways of working is quite rare. However as mentioned in the narrative above there are teams who are comprehensively reviewing their ways of working following concerns raised.

A colleague raised an overwhelming workload, following intervention from the HR team and manager a new way of working to support colleagues and the service was implemented, morale was improved, and staff retained.

4.0 SaTH Feedback

NGO guidance expects that all those who have raised concerns to the FTSUG and ambassadors are to be asked the following questions:

1. Given your experience would you speak up again?" Yes/No/Maybe/Don't know
2. Please explain your response"

Responses received up until the end of Quarter 1 can be seen at Appendix 1.

1.0 Actions

Board to note that a more detailed FTSU improvement action plan is in progress working in conjunction with NHSE/I

Action	Timescale	Who	Status
Complete Board FTSU Self-Assessment	January 2022	FTSU Lead, Executive Team and NEDs	Complete following Board Development Session 17 th February 2022 Action plan still outstanding and further review needed with publication of new guidance
FTSU Vision and Strategy	February 2022	FTSU Lead, Executive Team and NEDs	Open – Vision and Strategy to come to October 2022 Board
FTSU Database Review and Development	31 st March 2022	FTSU – Lead/IT Developer/External FTSUG	Open In talks with Black Country healthcare to replicate their system which may be made available to the wider healthcare system at nil cost. Black Country Health Care are looking at a third party provider to host the portal and once commissioned, we will pursue this option.

			Following commission of SafeCall we maybe able to use this forum for recording data.
Convene FTSU Steering Group/Summit to triangulatethemes with HR/Patient Safety	31 st December 2021 Date adjusted to in line with agreed action plan with NHSE/I	FTSU-Lead/Deputy Head of Workforce/Patient Safety Lead	Open – Triangulation template agreed with NHSE/I. Second tranche of triangulation data currently being worked upon.
Review FTSU Policy	NHSE/I released further policy guidance in June 2022. SaTH policy has been updated and awaits sign off	FTSU - Lead	Open

Appendix 1
Responses to Feedback Questions

Colleague 1	Yes	I believe speaking up makes the right changes. We feel heard and dynamics at work have changed for the better.
Colleague 2	Yes	Every patient deserves good care, but vulnerable patients rely on staff for everything, if their basic needs aren't met that's not good enough and should always be addressed, if I hadn't spoke up, I would have added to the failings for the patient and it could of happened to another patient. I have no problems with this being used as an example. Thank you
Colleague 3	Yes	It has been a really positive experience with the FTSU team and it has led to some very positive changes within the department
Colleague 4	Yes	I dont think we would have achieved the positive progress in the department without the outside intervention . Having the impartial chat clarified our problems and gave us clear objectives which in turn allowed us to see a way forward . Thank you so much for your calm approach and really listening , I can assure you that it has made a huge difference to us all. It is so nice to feel heard and hence valued for what we try to do for our patients and also to support each other .
Colleague 5	Yes	Thank you for your support and for the service that you offer. It's very valuable
Colleague 6	Yes	We feel that the freedom to speak up process is a good way of raising concerns, and we feel that if we hadn't used this route then our concerns would not have been addressed or investigated. Overall, we feel that our concerns have been genuinely listened to and action has been taken, as well as opportunities for learning moving forwards. The only thing we would say was a negative was the length of time it took for our senior management team to take notice of our concern and address it with us.

Freedom to Speak Up Annual Report, 2021/22

Background

“Psychological safety is broadly defined as a climate in which people are comfortable expressing and being themselves. More specifically, when people have psychological safety at work, they feel comfortable sharing concerns and mistakes without fear of retribution.”
(Edmondson A. 2019, p.xvi)

In the Freedom to Speak Up Report, Sir Robert Francis identified its aim as:

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

Ultimately, creating a psychologically safe workplace.

In its pursuit of the descriptors above it is important to recognise the challenging context within which SaTH is working both locally and nationally.

At SaTH there has been considerable investment in FTSU, and the current team has 1 X FTSU Lead and 1 x FTSU Guardian, one of the best resourced FTSU teams in the country fulfilling one of the key requirements of the role ringfenced time for Guardians.

At a national level, the National Guardian’s office has progressed the following areas:

- Appointment of new National Guardian – Dr Jayne Chidgey – Clark
- Release of ‘follow up’ e-training.
- New guidance on reporting cases and data
- Publication of Difference Matters – Impact of Ethnicity on Speak Up
- Blackpool Teaching Hospital Case Review
- Annual Data Report
- Case Review Gap Analysis
- FTSU Index Report Published
- Annual National Guardian Survey and associated recommendations
- National Conference
- October as speak up month

Key Achievements

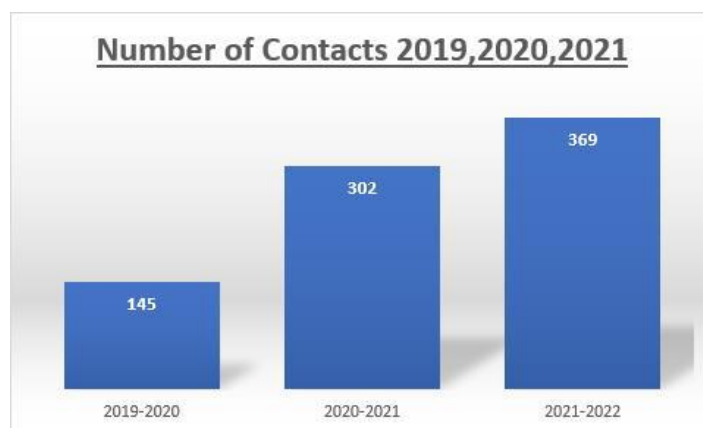
Responding to both our local and national context, key achievements during 2021/22 include:

- 369 concerns raised through the FTSU mechanism
- Over 800 visibility visits, awareness raising sessions and drop ins for teams in 21/22 from FTSU team
- FTSUG attendance at national and local FTSU networks.
- Increased and improved quarterly reporting to Board of Directors
- Improvement of escalation and following up of concerns. Escalation now happens directly from the FTSU team to the relevant manager for action and the team remains in touch with the person handling the case until the case is complete and then following up with the person who has raised concerns for feedback.

- Launch of promotional video showcasing FTSU.
- Draft board self-assessment tool complete.
- Draft vision and strategy complete
- Comprehensive plan for October Speak Up Month including seminars on patient safety, culture etc.
- Board Development session with FTSU Board Self-Assessment Tool
- Board seminar session with previous National Guardian, Dr Henrietta Hughes
- NHSE/I action plan complete
- Drop-in sessions with Director of Nursing and Chief Executive open to all staff
- Developing Civility and Respect ‘social movement’ with Head of Culture and Dr Chris Turner
- FTSU session at Leadership Development 2
- Reaffirming the ‘speaking up’ messages through Chief Executive weekly newsletter
- Recruitment of new ambassadors and issuing of ambassador ‘crib sheet’ and role requirement documentation.
- Monthly column in chatterbox promoting the FTSU ambassador’s network
- Updated intranet page.
- New branding for FTSU @ SaTH
- Raising of profile within the organisation, examples outlined below:
 - Presentation at our International Nurses Inductions
 - Presentation at Corporate Induction every other week
 - Presentations to Midwifery students
 - Presentations to Nursing students
 - Presentations at Junior Doctors FY1 and FY2 induction with Guardian of Safe Working.
 - Preceptorship presentations
 - Invitations to team meetings.
 - Junior Doctors drop-in sessions with Guardian of Safe Working

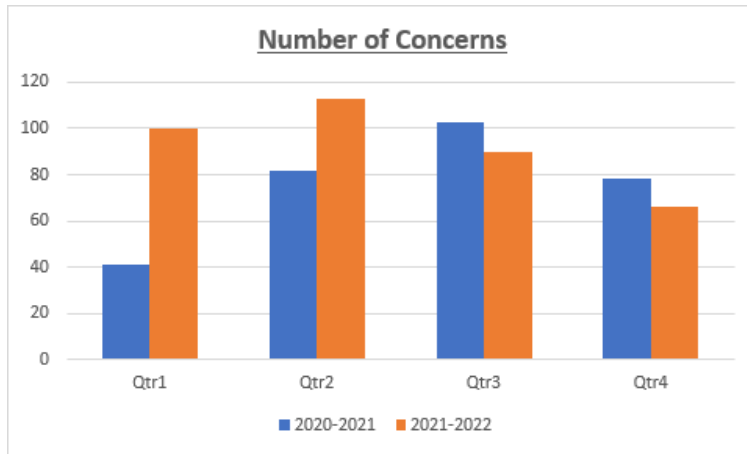
Concerns raised in 2021/22

The table below shows the number of contacts to the FTSU mechanism over the last three financial periods.



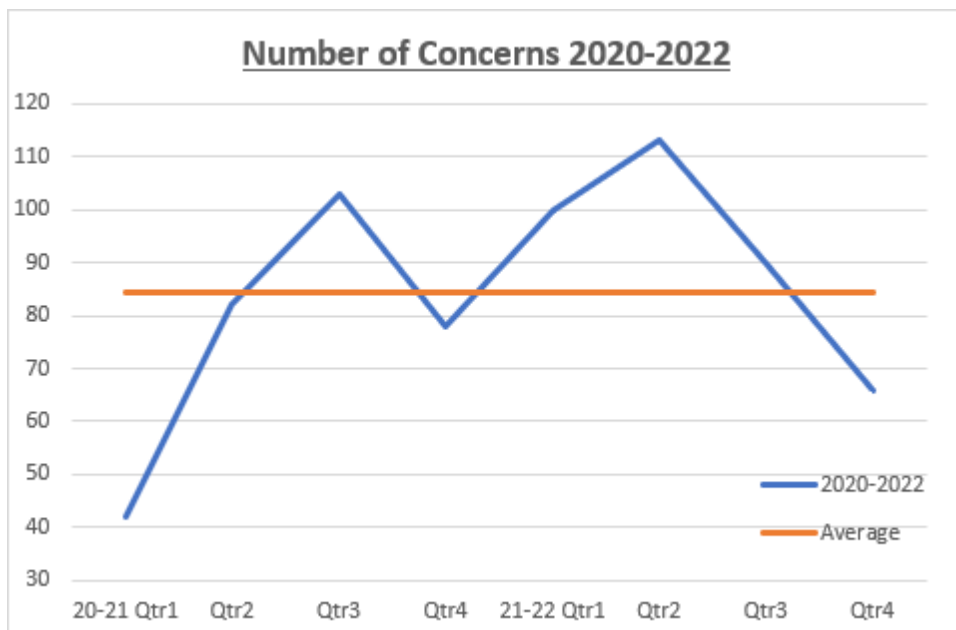
Since FTSU reporting began at SaTH the increase in concerns in each financial year has at least doubled with the most dramatic rise last year at 208%. This year we see an increase of 18% as concerns naturally plateau, unfortunately the NGO has not released its annual report yet, so we are unable to benchmark this figure nationally.

The graph below shows a comparator between concerns raised in each quarter, since Q1 2020.



The usual quarter to see a spike in concerns is Quarter 3 due to increased activity in October for speak up month, however in 21/22 this was not the case due to high engagement by the speak up team throughout the year, not just in October.

The chart below measures our average number of concerns over a 2-year period and up to Q4 this year, we average 84 per quarter.



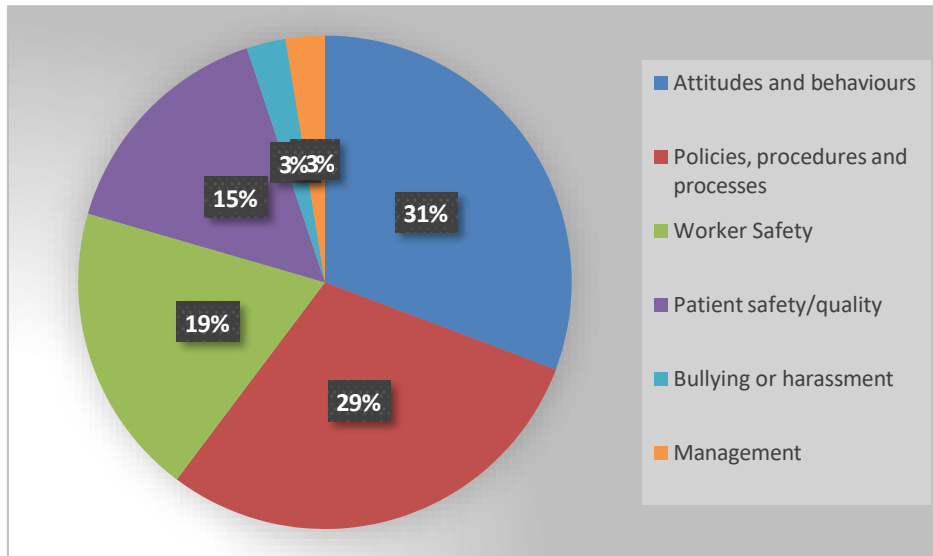
Quarter 2 was the highest amount we had ever received through the function, and this coincided with a high number of engagement events and drop-in sessions.

Reasons for the lower concerns in Q3 and Q4 are unclear but we may be seeing a natural plateau of concerns coming to FTSU, as leadership is strengthened throughout the Trust and cultural work embeds with more concerns being resolved at a local level.

Themes

The graph below shows the themes for 20/21 with attitudes and behaviours the most common theme, followed by policies and procedures, for example poor processes in a department or improvement suggestions.

A more comprehensive list of actions taken against the contacts has been outlined whilst preserving confidentiality in the quarterly Board reports.



The table below shows the themes for 20/21 with attitudes and behaviours the most common theme, followed by policies and procedures, for example poor processes in a department or improvement suggestions.

<u>Themes</u>	<u>20/21</u>	<u>21/22</u>
Behaviours/Attitude	24.5%	37%
Patient Safety	21.5%	15%
Policies, processes, and procedures	11%	21%
Worker Safety	13%	10%
Bullying and Harassment	13%	7%

A more comprehensive list of actions taken against the contacts has been outlined whilst preserving confidentiality in the quarterly Board reports.

The table below shows a % comparator of themes and professions speaking up between this year and the previous year.

<u>Profession</u>	<u>20/21</u>	<u>21/22</u>
Nurses	36%	30%
Admin/Clerical/Cleaning/Catering/Maintenance/Ancillary	17%	28%
AHP	11%	19%
HCA	9%	8%
Midwives	7%	7%
Doctors	6%	7%

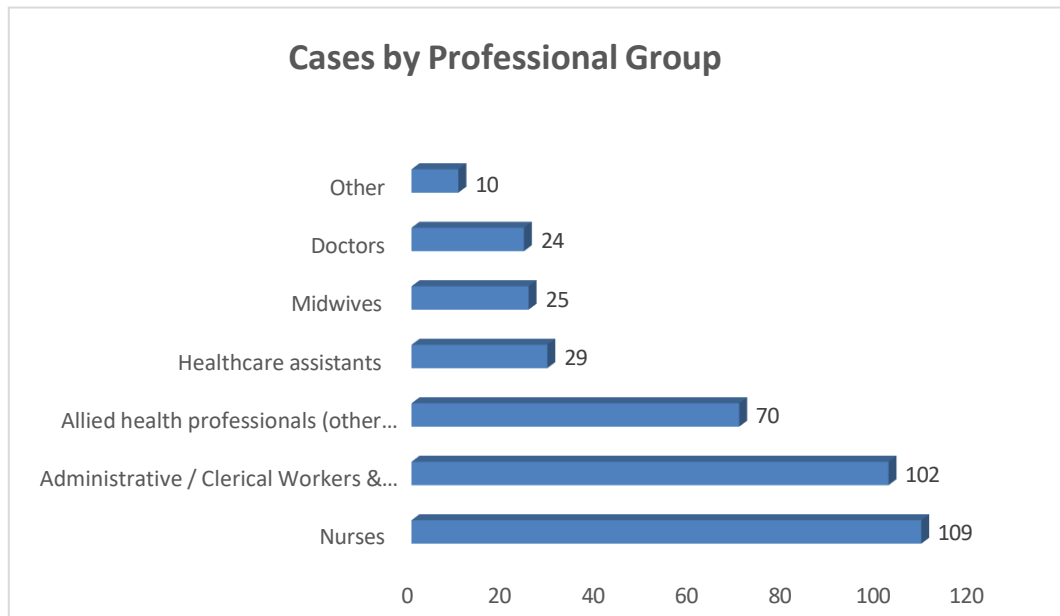
Points for noting:

1. Corporate staff are included in the administration category
2. The reduction in bullying and harassment is not mirrored in the staff survey results where high levels are reported and is better seen through the lens of considering both poor attitudes and behaviours and bullying and harassment together.
3. Reduction in patient safety concerns is positive when seen through the lens of the improved staff survey result with colleagues reporting positively that they feel safe to raise patient safety concerns and that action will be taken.
4. Midwives remain at the same level as last year despite an increase in contacts in Q1 and Q2. The newly appointed, Director of Midwifery at her twice monthly drop in sessions consulted colleagues on why they were not using FTSU following no contacts

to the function in Q4. Colleagues reported that they had previously used FTSU as they had nowhere to take their concerns but with the newly appointed DoM and her leadership team and accessibility this wasn't the case.

Whilst the high number of poor behaviours and attitudes is concerning, it is important to state a programme of work is being undertaken by the Trust, led by the Deputy Director of People, to tackle the culture that has come through FTSU and other channels such as the staff survey. FTSU will play a key role in the Civility and Respect and Inclusion work as part of this.

Professional Groups



In keeping with national trends, nurses, followed by administrative and clerical workers raised the most concerns. In all professional groups the primary concern raised was poor attitudes and behaviours.

Open/Closed Concerns

<u>Contacts</u>	Qtr2 20/21	Qtr3 20/21	Qtr4 20/21	Qtr1 21/22	Qtr2 21/22	Qtr3 21/22	Qtr4 21/22	Total
Open	1	1	6	23	24	44	33	132
Closed	81	101	72	77	89	57	33	510

Ockenden

The publication on the 30th March 2022 of the Ockenden Review into Shrewsbury and Telford Maternity Services focussed on a number of areas. Pertinent to this report is the culture which led to the failings in care and in particular the psychological safety of staff in feeling able to speak up.

Consequently, following this, a number of actions have been taken to consolidate arrangements at the Trust; including:

- Formalising arrangements with PROTECT, formerly Public Concerns at Work; an external,

cross sector organisation specialising in speaking up in organisations.

- Formalising arrangements with SafeCall an external provider
- Further promotion through the Chief Executive's message of the many routes within the organisation where colleagues can raise concerns.
- Discussion with the National Guardians Office on further improvements, which will include a re-evaluation of processes and policy on publication of new guidance.
- Non-recurrent funding secured for a 12-month fixed term additional FTSU Guardian
- The Board should be assured that the FTSU team contacted other external partners for additional support and advice should we need it.
- Mandating of on-line FTSU training to all staff within the Trust from 1st June 2022.
- Messages to all colleagues that it is everyone's duty to speak up and everyone's duty to listen up.

Staff Survey

The staff survey results have, like our FTSU data once again shown that there are significant problems with behaviours and bullying and harassment. Other themes that came out of the survey where health and wellbeing; leadership; engagement of staff

Whilst the National Guardians Office has decided not to publish the FTSU Staff Survey Index again this year due to the removal of three of the questions it has historically used, and since 2021 the addition of a new question specific to a Trust's speaking up culture. This report includes the questions which are directly related to speaking up in an organisation, although it must be noted there are other questions which could also be used as indicators too.

YOUR ORGANISATION (CONTINUED)						
21e. I feel safe to speak up about anything that concerns me in this organisation.						
	2020		2021		Comparator	
	n	%	n	%	n	%
Strongly disagree	173	6%	202	7%	9,713	5%
Disagree	382	14%	474	16%	22,290	10%
Neither agree nor disagree	703	26%	835	28%	52,154	24%
Agree	1,123	42%	1,198	40%	98,272	46%
Strongly agree	303	11%	278	9%	31,319	15%
Missing	27		24		2,275	
Positive Score	53%		49%		61%	
Negative Score	21%		23%		15%	
Base	2,684		2,987		213,748	
21f. If I spoke up about something that concerned me I am confident my organisation would address my concern.						
	2020		2021		Comparator	
	n	%	n	%	n	%
Strongly disagree	-	-	284	10%	13,120	6%
Disagree	-	-	570	19%	27,767	13%
Neither agree nor disagree	-	-	1,100	37%	70,685	33%
Agree	-	-	840	28%	77,868	36%
Strongly agree	-	-	195	7%	24,144	11%
Missing	-	-	22		2,439	
Positive Score	-		35%		48%	
Negative Score	-		29%		19%	
Base	-		2,989		213,584	

Disappointingly, despite the engagement work by the FTSU team to raise awareness of the FTSU as a culture and mechanism alongside all other routes for speaking up and promotion of the speaking up message through other mediums e.g., Chief Executive's message; monthly Cascade; drop-in sessions by the Chief Executive and the Director of Nursing; psychological safety overall within the workplace has reduced by 4%. Whilst the reasons for this are unclear at this point, there is much more to be done and addressing the issue must be a Trust wide cultural and leadership response. Improvements should be considered alongside the three tenets of good speaking up cultures, leadership, engagement, and communication.

To what extent do you agree with the following statements about unsafe clinical practice?						
17a. I would feel secure raising concerns about unsafe clinical practice.	2020		2021		Comparator	
	n	%	n	%	n	%
Strongly disagree	99	4%	105	4%	6,093	3%
Disagree	252	9%	222	7%	11,671	5%
Neither agree nor disagree	672	25%	665	22%	37,752	18%
Agree	1,249	47%	1,372	46%	105,545	49%
Strongly agree	411	15%	623	21%	53,106	25%
Missing	28		24		1,856	
Positive Score	62%		67%		74%	
Negative Score	13%		11%		8%	
Base	2,683		2,987		214,167	

17b. I am confident that my organisation would address my concern.	2020		2021		Comparator	
	n	%	n	%	n	%
Strongly disagree	148	6%	194	6%	10,079	5%
Disagree	328	12%	420	14%	20,574	10%
Neither agree nor disagree	1,000	37%	980	33%	59,567	28%
Agree	959	36%	1,031	35%	88,305	41%
Strongly agree	248	9%	360	12%	35,159	16%
Missing	28		26		2,339	
Positive Score	45%		47%		58%	
Negative Score	18%		21%		14%	
Base	2,683		2,985		213,684	

Despite poor scores in question 21e and f as discussed above, encouragingly colleagues feeling safe to raise concerns about unsafe clinical practice has risen, and again looking at the three tenets of good FTSU culture learning from how our clinical leaders are approaching leadership, engagement and communication could be transferred to other sectors of the organisation.

Looking Forward

1. Vision and Strategy

A draft vision and strategy have been produced in line with the Trust's cultural strategy and awaits sign off. Of the 10 priorities, 4 have been recognised as pertinent for 22/23.

2. Processes

Whilst processes have improved considerably over the past 18 months there is still more to be done and the release of the new guidance and policy allows us to do this alongside the NGO case review gap analysis.

3. Supporting our managers

Feedback from managers is that sometimes they feel 'got at' when colleagues speak up whether that be about the service or themselves, plans to support managers include the mandatory training, FTSU inclusion in leadership training and a manager's handbook about speaking up.

4. Civility and Respect

Responding to FTSU themes and triangulated with staff survey information and the Making a Difference Together platform, FTSU will be contributing to the development and roll out of the

5. BAME Colleagues

Working with our EDI colleagues and responding to the Trust's anti-racism stance, the team are focusing on engaging with BAME colleagues to have their voices heard and any actions arising to support them.

Challenges

FTSU recognises the challenges we face at SaTH and have listed some below and we will continue to play our part in supporting our colleagues by working collaboratively and with clear priorities as outlined above.

- FTSU reputation if we don't get it right after individuals speak up.
- Dissemination of improvements.
- Managers feeling 'got at' and undermined/even bullied.
- Staff survey results
- Exhausted workforce

Staff Experience and Barriers

During the year and contained within previous reports was feedback, mostly positive, from those who had used the service and responded to our feedback questions.

In order to explore barriers to speaking up within the Trust we scrutinised feedback that had come to us not through our feedback questionnaire but comments we had in our day-to-day interactions with those who had approached us to raise concerns. They are listed under the NGO headings of:

Speak Up Barriers

- "It will be more toxic. I just want to work in a peaceful workplace. I know they will not stop. Hope you understand."
- "Nobody will believe me. I am not senior. They will stick together and will start to find fault in my work."
- "I do not think I would like to discuss this further as I believe I will get targeted further."

Listen Up Barriers

- I think awareness of the service has greatly improved, this in turn I would say has increased how much concerns may be raised as from discussions some feel internal management would not take further action.
- My situation has been on going I see certain people who cause problems get praise and stay where they are when the one that suffers must move on.
- I am disappointed with the concern I put into place. This is the first time I felt strong enough to raise a concern. We were meant to have mediation, but I was still waiting on that. I have no idea if this was raised with individual and what the outcome of that

was. Unfortunately, I am very disappointed how this was handled. I do not feel confident to ever raise a concern again if something like this happened again.

Follow Up Barriers

- Whilst the FTSU service has been very helpful in directing me to the right person, the underlying issue is frequently not addressed, and some way of ensuring this is done would be helpful.
- Nothing has changed and I have decided to take myself out of the situation close concern
- I am leaving the trust and do not want to take this further nothing changed I will be going to my new job.

As a FTSU colleague from a Northern Trust succinctly puts it:-

“Yes, we are primarily here to support workers to overcome barriers that they face when they feel they need to speak up.

But these barriers are often more associated with how well the worker is listened to, or whether or not they receive follow up feedback about the impact that their courage to speak up has had. Workers might speak up once.

But it's the quality of the listening and following up that influences whether or not they would do it again.

To achieve excellence as a healthcare organisation, speaking up, listening up and following up well must be an integral part of everything we do, how we communicate and how we identify what needs to change.”

**Helen Turner,
Freedom to Speak Up Guardian
August 2022**