


Board of Directors' Meeting 13 October 2022

Agenda item	185/22			
Report	Freedom to Speak Up (FTSU) Vision and Strategy			
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			
	For decision / approval	√	Link to risk register:	
	For review / discussion			
	For noting			
	For information			
	For consent			
Presented to:	Senior Leadership Committee – Operational			
Dependent upon (if applicable):	N/A			
Executive Summary:	<p>The Shrewsbury and Telford Hospital NHS Trust's Freedom to Speak Up (FTSU) Vision and Strategy 2022 – 2025 has been developed to fulfil the requirements of guidance of the National Guardians Office and NHS England, as well as being shaped for the needs of the organisation.</p> <p>It gives SaTH's FTSU function a clear strategic direction for the next 3 years, progress against the strategy and priorities, which also form part of the quarterly FTSU reports to Board.</p> <p>This paper requests approval by the Board of Directors of the FTSU vision and strategy.</p>			
Appendices:	Appendix 1 – FTSU Vision and Strategy			
				

1. SaTH in its 'Getting to Good' plan strives to deliver excellent levels of patient care in an environment which is safe for patients and staff alike. There is significant evidence within the NHS about the positive effects of having a strong FTSU culture and staff engagement. This evidence indicates the following benefits: Improved patient safety; improved service quality; improved staff health and wellbeing; lower levels of turnover and sickness absence; greater financial efficiencies and improved service productivity.
2. The development of the FTSU Vision and Strategy is a key requirement from NHSE and NGO and responds to Principle 8, 'Continually improve our speaking up culture' of the new national guidance published in June 2022.
3. The strategy was developed following review of the FTSU Board Self-Assessment tool and in conjunction with the Trust's PACT; FTSU themes; People Strategy; Cultural Strategy; Making a Difference Together Platform and Staff Survey Results
It aligns directly with the Trust's Cultural Strategy and uses as part of its measures the cultural dashboard, alongside turnover and sickness absence measures.
4. The vision and strategy has been out to consultation including FTSU Lead and Guardian; FTSU ambassadors; senior leaders; those who have spoken up; workforce colleague and NHSE. Feedback from these sources has also been included in making the document robust.
5. Contained within the vision and strategy are nine priority areas that again align with the wider cultural work being undertaken within the Trust and in 2022/23, four priority areas that are already being progressed. The measures and priority areas will also form part of the quarterly FTSU Board report from November 2022.
6. The Board of Directors is requested to approve the FTSU vision and strategy 2022 - 2025

Freedom to Speak Up, Vision and Strategy 2022-2025

October 2022



What is Freedom to Speak Up?

“Freedom to speak up is about anything that gets in the way of us doing a good job

When things go wrong, we need to make sure that lessons are learnt, and things are improved.

If we think something might go wrong, it’s important that we all feel able to speak up to stop potential harm.

Even when things are good, but could be even better, we should feel able to say something and be confident that our suggestion will be used as an opportunity for improvement.”



What does Freedom to Speak Up do?

- Ensuring all methods of raising concerns are promoted.
- Raising the profile and visual leadership of FTSU.
- Providing advice and support in exploring any concerns raised.
- Ensuring that learning from 'speak ups' is at the centre of everything we do.
- Engaging with the National Guardians office and regional FTSU network to share learning and best practice.
- Ensuring timely, clear and concise feedback is delivered to all who raised concerns.
- Promoting and contributing to create and maintain an open, transparent, safe and kind culture at SaTH



Who you can raise concerns with

- Line managers/colleagues or supervisors
- Human Resources Team
- Health and Safety Team
- Patient Safety Team
- Senior Colleagues
- Executive Team
- The learning or wellbeing services
- Trade Union
- Chaplaincy and Pastoral Services
- Professional Regulator
- For a complete list – see our policy or intranet page.



Why is FTSU important at SaTH?

SaTH in its 'Getting to Good' plan strives to deliver excellent levels of patient care in an environment which is safe for patients and staff alike. There is significant evidence within the NHS about the positive effects of having a strong FTSU culture and staff engagement. This evidence indicates the following benefits:

- Improved patient safety
- Improved service quality
- Improved staff health and wellbeing
- Lower levels of turnover and sickness absence
- Greater financial efficiencies
- Improved service productivity



FTSU Vision

At SATH, ALL staff from frontline workers to board level, feel psychologically safe to raise concerns - creating a Trust which is safe, transparent, kind and open, where staff at all levels are empowered and feel safe to 'Speak Up' and leaders 'Listen Up' and 'Follow Up'.



SaTH FTSU Strategy

Our Freedom to Speak up Vision and Strategy has been developed to align with the Trust's strategic goals of:

Our Patients and Community:

“we deliver safe and excellent care, first time, every time”

Our People:

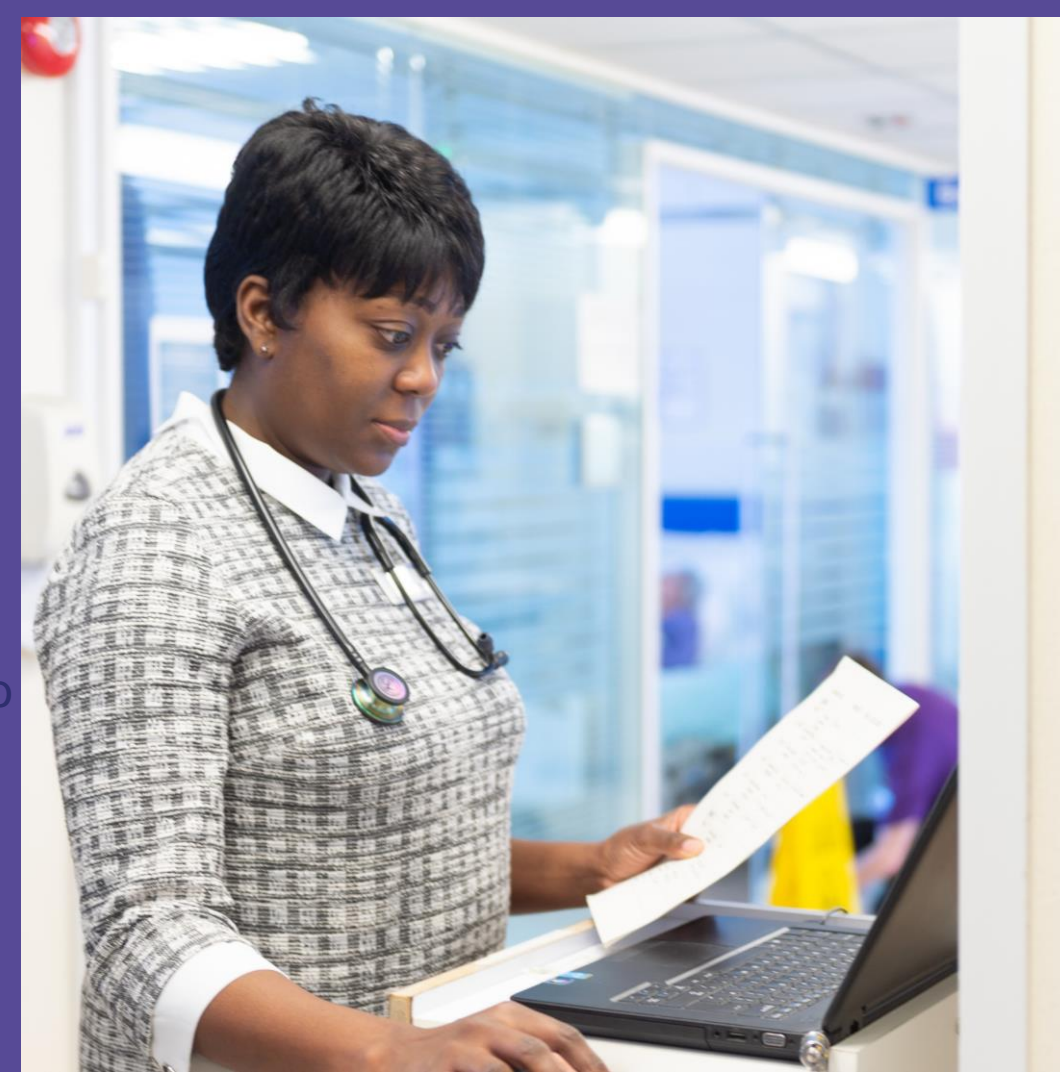
“our staff are highly skilled, motivated, engaged and ‘live our values. SaTH is recognised as a great place to work”.

The strategy was developed following review of the FTSU Board Self-Assessment tool and also aligns to the Trust's PACT; FTSU themes; People Strategy; Cultural Strategy; Making a Difference Together Platform and Staff Survey Results

FTSU Strategy (1)

To deliver our FTSU vision we will prioritise the following actions:

1. Ensure FTSU processes are fit for purpose and in line with best practice.
2. We will raise awareness of FTSU through regular and diverse communications so all staff are aware of how to raise concerns.
3. Working with our leaders to empower staff to 'speak up' and offer suggestions for improvement.
4. Working with our leaders to 'listen up' and 'follow up' by
 - a. All staff from senior leaders to frontline staff have access to mandated online training on FTSU
 - b. Inclusion of FTSU in SaTH leadership programmes
 - c. Focus on dissemination of improvement
 - d. Part of Executive appraisals.



FTSU Strategy (2)

To deliver our FTSU vision we will prioritise the following actions (continued):

5. Improving our governance structures so information coming through different Trust functions is triangulated with FTSU so we can identify hotspots and act accordingly.
6. Ensure feedback is obtained concerning FTSU experience to enable continuous improvement.
7. Ensure key learning from concerns is articulated to all in an open and transparent manner.
8. Ensure all groups who face barriers to speaking up are supported to raise concerns, in particular working with our BAME colleagues.
9. Alongside our cultural team colleagues, lead the Civility and Respect social movement



Priorities 22/23

1. Ensure all groups who face barriers to speaking up are supported to raise concerns, in particular working with our BAME colleagues.
2. Ensure FTSU processes are fit for purpose and in line with best practice.
3. Working with our leaders to ‘listen up’ and ‘follow up’.
4. Alongside our cultural team colleagues lead the Civility and Respect social movement.

How we will measure success on SaTH's speaking up culture

01

**Staff Survey Scores:
Response Rate
surpasses 45%.
Specific survey
questions
17a/17b/21e/21f**

02

**Sickness absence
rates is below <4%.**

03

**People Turnover is
below threshold,
14.1%.**

04

**Cultural Dashboard
Themes achieve a 3%
increase Year on Year
in all themes.**