

Board of Directors' Meeting: 8 June 2023

Agenda item	066/23		
Report Title	Freedom to Speak Up Guardian's Annual Report		
Executive Lead	Anna Milanec, Director of Governance		
Report Author	Helen Turner, Freedom To Speak Up Lead		
CQC Domain:	Link to Strategic Goal:		Link to BAF / risk:
Safe	√	Our patients and community	N/A
Effective		Our people	
Caring	√	Our service delivery	Trust Risk Register id:
Responsive		Our governance	
Well Led	√	Our partners	
Consultation Communication	Audit and Risk Assurance Committee, May 2023		
Executive summary:	<p>At SaTH our FTSU vision is that</p> <p>“<u>ALL</u> 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’.”</p> <p>This annual report includes the FTSU data for 2022/23 and provides a reflection on FTSU activity in 22/23 and a wider reflection on the Trust's journey in achieving the FTSU vision.</p>		
Recommendations for the Board:	The Board is asked to note the report.		
Appendices:	Freedom to Speak Annual Report		

Introduction

To repeat the quote from the 21/22 annual report:

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, pxvi)

SaTH’s vision as described in the executive summary is to deliver the aims of the Freedom to Speak Up Report (Francis Report)

- 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.

The FTSU team at SaTH consists of 1 x FTSU Lead; 2 x FTSU Guardians one of whom is on a fixed term 12-month contract which is due to end December 2023. The team is also supported by a team of ambassadors.

The team works in partnership with workers and teams across the Trust to enable and improve speak up cultural awareness and provide compassionate support and advice to any and all staff who are facing barriers in speaking up or listening up to improve care and experiences at work.

Last years report also asked Board to note the challenging context within which SaTH works both locally and nationally in pursuing the FTSU vision and the challenges remain if not even greater than the previous year.

National Context

According to the National Guardian’s Office annual report 21/22 published in January 2023 76,000 cases have been raised with Freedom to Speak Up guardians since they were first established in 2017 claiming increasing trust in the Freedom to Speak Up guardian role.

Nevertheless, in 21/22 and 22/23 there have been a number of high-profile media cases centring on speaking up and culture in the NHS for example the Ockenden Report at our own Trust, SaTH; UHB; UHNM and West Suffolk which highlight failings in the speaking up, listening up and following culture and the resulting consequences.

As the National Guardian Dr Jayne Chidley Clarke says “These high-profile cases have a chilling effect on the whole sector, and erode trust in the speaking up process.”

Further evidence of an erosion of trust in the speaking up culture nationally are the 22/23 staff survey results which have declined, specifically feeling safe to speak up about unsafe clinical practice, although interestingly community, mental health and learning disability trusts results remain high and show no significant decline. The NGO is currently doing a deep dive into the results and patterns.

To quote the National Guardian again

“It is disappointing that the staff survey results reflect a decrease in workers’ confidence to speak up, and especially concerning that this includes about clinical matters. However,

fostering a culture where speaking up is supported, and actions taken as a result is the responsibility of each and every one of us. Whether you are a government minister, a regulator, a board member or senior leader, whether you work in a department, in a team, on a ward, or in a GP practice. No one should feel they cannot speak up to protect their patients or their colleagues. These survey results must be a wake-up call to leaders at all levels that Freedom to Speak Up is not just a ‘nice to have’ – it is essential for safe services.”

1. Assessment of Themes

In 2022/23, SaTH received 282 contacts through the FTSU mechanism which is a decrease of 23% on 2021/22 and more in line with the number of contacts made in 2020/21, of these 237 were individual concerns. Why contacts have dropped is unclear and could be due to a number of reasons such as concerns being resolved at local level; less engagement and drop in sessions than in 2021/22 by FTSU team; lack of trust in the system; a natural plateau.

	Number of Contacts	Number of Concerns
April 2021-March 2022	369	295
April 2022-March 2023	282	237

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

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.

	Q1	Q2	Q3	Q4	Total	Increase	National Average Increase/Decrease
2022/23	71	73	79	59	282	↓23%	Not available
2021/22	100	113	90	66	369	↑18%	0%
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

Table 1: Contacts made to FTSU since reporting began

The NGO requires all Trusts to submit their data to the national portal following the close of a quarter submitted in the categories contained in Table 2.

Category	Q1	Q2	Q3	Q4	Total
	22/23	22/23	22/23	22/23	
Bullying and Harassment	6	1	14	8	29
Patient Safety	15	23	10	5	53
Worker Safety or Wellbeing	16	12	14	16	58
Other inappropriate behaviours or attitudes	25	22	24	16	87
Anonymous	0	3	1	3	7
Detriment	0	0	2	0	2

Table 2: NGO reporting category themes

To note:

1. Bullying and harassment and inappropriate behaviours etc continue to be the highest reported and at the same level in 22/23 as 21/22 at 44%.
2. Patient safety concerns are back at the 20/21 level
3. Worker safety or wellbeing has seen the most dramatic rise since 21/22 a correlation can be surmised between the rise in burnout and mental health issues and acknowledgement of it arising from the pandemic.

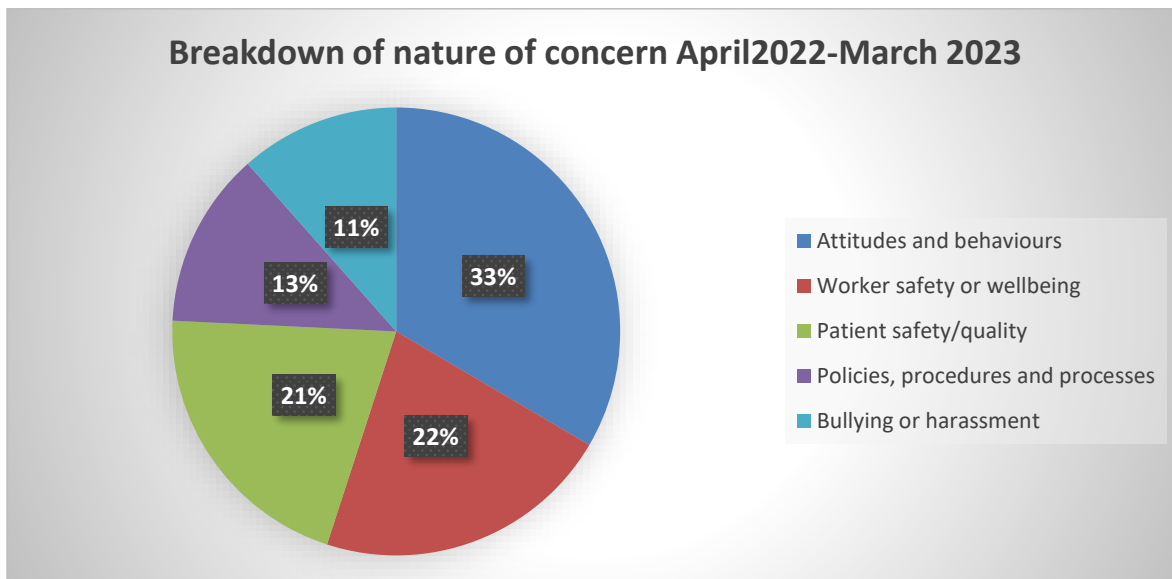


Figure 1: Nature of Concerns 22/23

Themes	20/21	21/22	22/23
Inappropriate behaviours/attitudes	24.5%	37%	33%
Patient Safety	21.5%	15%	21%
Policies, processes and procedures	11%	21%	13%
Worker Safety	13%	10%	22%
Bullying and Harassment	13%	7%	11%
Anonymous	1.7%	1.4%	2.5%
Detriment	0.7%	0.5%	0.7%

Table 3: NGO reporting category themes year on year comparator

Concerns Raised by Profession

Professional Group	Qtr1	Qtr2	Qtr3	Qtr4	Total
Nursing and midwifery registered	25	14	26	17	82
Administrative and clerical	13	14	20	7	54
Estates and ancillary	10	9	8	11	38
Allied health professionals	18	7	7	2	34
Medical and dental	2	16	8	7	33
Additional clinical Services	2	7	6	8	23
Not known/Other	1	3	4	6	14
Healthcare scientists	0	1	0	1	2
Additional professional scientific and technical	0	2	0	0	2
Total	71	73	79	59	282

Table 4: Shows professional groups of people raising concerns 2022/23

Professional Group	20/21	21/22	22/23
Registered Nurses	34%	30%	28%
Midwives	7%	7%	1%
Administrative and clerical	24%	20%	19%
Estates and ancillary	6%	8%	13%
Allied health professionals	11%	19%	12%
Medical and dental	8%	7%	12%
Additional clinical Services	9%	8%	8%
Not known/Other	1%	2%	5%
Healthcare scientists	0%	0%	0.7%
Additional professional scientific and technical	0.3%	0%	0.7%

Table 5: Professional groups speaking up proportionally over the last 3 years

Points to note:

- Proportionally nurses continue a downward trend.
- AHPs are back at 20/21 levels.
- Midwives although now included in the nursing figures, have been separated out in this instance to compare against previous years and most importantly because of the scrutiny maternity services are under.
- Looking at the Trust FTSU professional group trends against the professional group trends in the staff survey particularly around question 19a of the staff survey, a working hypothesis is being investigated in that increased contact of a particular group with FTSU means a decline in trust against traditional routes for speaking up.

Open/Closed Cases

Overall, up until the end of 22/23.

	Qtr2	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Contacts	20/21	20/21	21/22	21/22	21/22	21/22	22/23	22/23	22/23	22/23
Open	1	2	5	5	8	13	4	19	28	15
Closed	81	76	96	107	82	53	67	54	51	44

Table 6: Open/closed cases

Analysis of the cases still open from 20/21 and 21/22

It is disappointing to see cases still open from the period of 20/21 and 21/22 with 34 contacts still open from 20/21 and 21/22 which equates to 10 individual concerns.

The reasons for this are:

- Investigation outcome not concluded – taken over 12 months.
- Longstanding issues in departments that will take a significant time to address.
- Timescales of those raising concerns before making the decision to escalate.
- Timescales of seniors picking up the concern and addressing.
- Follow ups need concluding

The themes of the open cases are Policies and Procedures; Worker Safety and Attitudes and Behaviours/Bullying and Harassment.

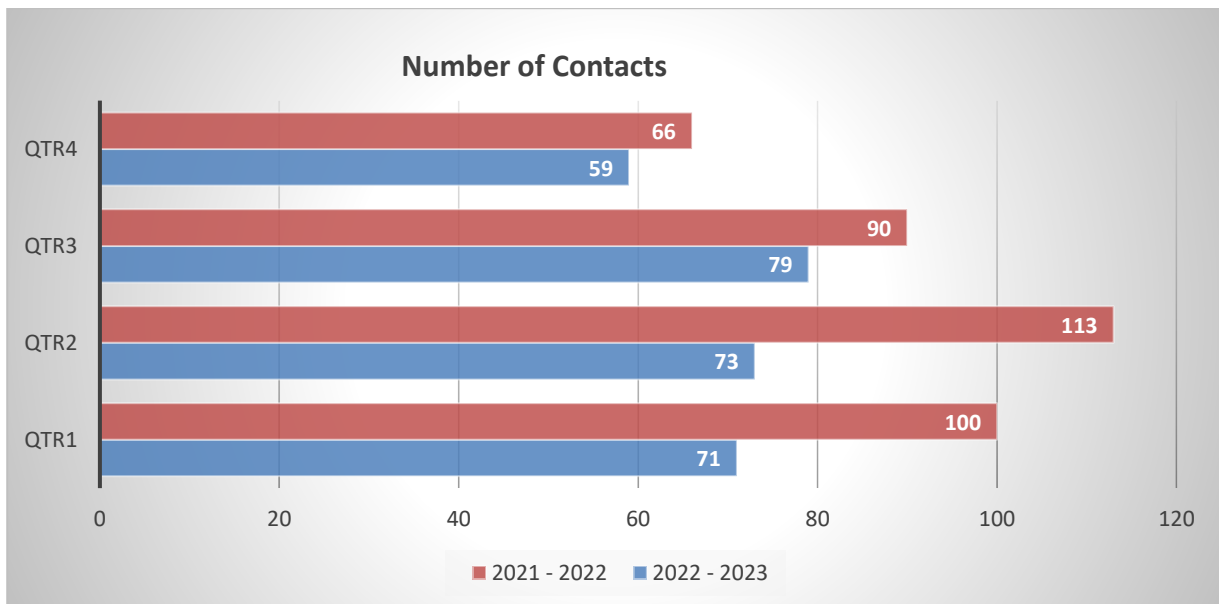


Figure 2: Graph compares concerns raised in each quarter.

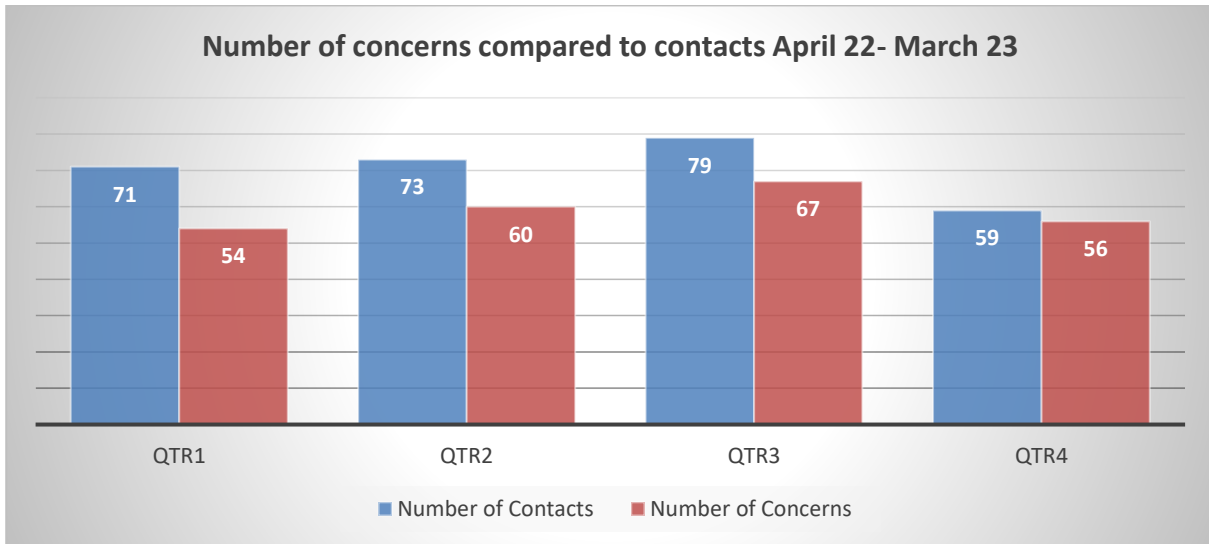


Figure 3: Figure comparing numbers of people who contacted the FTSU team vs numbers of concerns raised.

Divisions	Qtr1	Qtr2	Qtr3	Qtr4	Total
Medicine & Emergency Care	26	24	30	21	101
Corporate	15	17	10	15	57
Surgery, Anaesthetics & Cancer	6	10	14	11	41
Clinical Support Services	19	11	7	2	39
Women & Children's	5	6	16	6	33
Unknown/Other	0	5	2	4	11
Total	71	73	79	59	282

Table 7: Contacts per Division

An annual summary of concerns/contacts made is being submitted to each of the Divisions by the FTSU team.

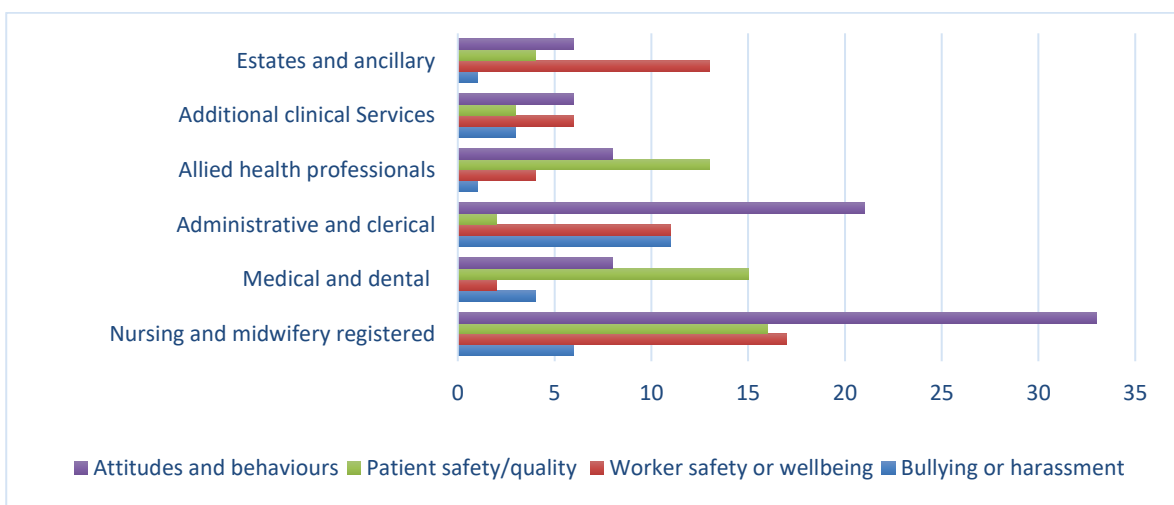


Figure 4: Graph shows the nature of concerns being raised by professional groups April 22- March 23

3. Key Achievements 22/23

In responding to both our local and national context, the following key achievements were made at SaTH in an effort to make speaking, listening and follow up business as usual.

- 282 contacts were made through FTSU mechanism
- 237 concerns were raised through FTSU mechanism.
- ---600+ persons have attended the civility and respect session
- ---- 266+ visibility and awareness visits sessions were done
- Presentations at international nurses and student midwife inductions
- Attending weekly Zero Tolerance meetings
- October Speak Up Month activities.
- Facilitated Schwartz Round “When I experienced Racism at Work”
- Promoted Diwali celebrations by distributing candles on wards to colleagues.
- Supported EDI colleagues with Black History Month
- Supported EDI colleagues with their South Indian Day Celebrations
- Concerns raised have been escalated in a timely and appropriate manner and recorded as per the National Guardian Office Guidelines.
- FTSU newsletter
- Staff story taken to Trust board.
- Updated FTSU intranet page.
- Presentation at STEP programme
- Attendance at GoSW meetings.
- Quarterly update at Clinical Services staff side and management meeting.
- Attendance at recruitment events to showcase our work and role.
- Working with Improvement Hub colleagues to showcase improvements made through academic poster presentation.
- FTSUGs attended the national conference and local FTSU networks.
- Conducted an internal audit of the FTSU case handling to ensure that processes are fit for purpose.
- Implemented and embedded over 90% of the recommendation from the internal audits within timeline.
- Developed and embedded an improved framework for handling and escalation of FTSU cases within the FTSU operations.
- Partnered with the improvement hub to improve current case database for better case handling, tracking, and reporting while working toward a web hosted version.
- Used the internal audit recommendations for best practices to improve the standard operating procedures (SOPs) e.g developing implementation plans for strategies.
- Commenced quarterly data quality assurance (DQA) exercise for open and closed case.
- Conducted 30 voices project on lived experiences of racism amongst staff, with over 120% response rate.
- Findings from the 30 voices project in addition to learning from case handling were used to advocate for the inauguration of Zero tolerance committee of multi-departmental responds.

- Used operational report on racism and aggression issues to advocate for the review of violence and aggression policy to reflect recent realities.
- Administered the national guardian office (NGOs) tool for FTSU gaps amongst wide range of staffs and stakeholders within the trust.
- Triangulated staff survey results with FTSU gap analysis action plan for integrated approach of implementation.
- Strengthened continuity plan through bi-weekly team meetings, weekly case review with team lead, reporting/ tracking of action plans from team meetings and DQAs.
- Raising of profile within the organisation, through presentations at our International Nurses Inductions, Corporate Induction, staff networks; Midwifery students, student nurses, Presentations at Junior Doctors FY1 and FY2 induction with Guardian of Safe Working, preceptorship presentations, invitations to team meetings, Junior Doctors drop-in sessions.
- Safecall – an external route for raising concerns instigated following the Ockenden report, to date

In October 22, the FTSU vision and strategy was signed off by board with four key priorities, below is progress against the priorities.

Priority 1 Ensure all groups who face barriers to speak up are supported with a focus on people of colour (BAME)

The FTSU unit launched the 30 voices project to document experiences or witness of racism at SaTH. 48 people submitted their testimonia. In summary colleagues have confirmed that they have experienced or witnessed racism at SaTH. In some situations, managers have been perpetrators of this and there is a perception that SaTH leadership is not dealing with cases of racism adequately, causing staff members to feel unsafe to report incidents. Colleagues also expressed a need for safe spaces, clear channels or platforms dedicated to speaking up about experiences of racism. They suggested that talking to their line managers is not always the preferable option and offered several ideas on how to address this need. Staff would like to see more robust processes to address experiences of discrimination, as well as clear follow-up actions.

Several comments were left saying that we had seen many surveys and initiatives to get to know problems but never witnessed a solution so far.

This finding has been shared with stakeholders in the EDI, HR and Corporate. The survey's findings are being used to drive discussions that will strengthen policies and raise the profile of zero tolerance to staff, visitors, and patients.

Hosted the 'Schwartz round' a session for staff to reflect on issues impacting the work in a safe space. The theme was 'When I Experienced Racism at Work'. Two colleagues shared their experience which resonated with a lot of people in the room. People noted that we need more allies to call out racism behaviours or acts to help address the norm. It was also noted that awareness of non-tolerance needs to be improved across the hospital sites.

Priority 2 Ensure FTSU processes are fit for purpose in line with best practices.

- Conducted an internal audit which reviewed the FTSU teams case management from April 2021 to September 2022.

The audit reported best practice in the following areas:

- Improved staff engagement through their visibility in hospital areas and engagements
- Interdepartmental collaboration to improve speak up culture

The audit recommendation on the following areas has been actioned, as at reporting:

- Case quality assurance has commenced on weekly/monthly basis. This is done to keep track of the quality of cases being handled.
- Develop a procedure guideline: for example, timeline for responding for urgent and non-urgent cases in a document.
- Reviewed signposting guide and Standard Operating Procedure (SOP) for follow up and feedback.
- Developed a case note template for documenting every first details of a case.
- Exploring an automated reporting portal for better case coordination, use of time and outputs of the FTSU team.
- With support from the improvement hub, the current excel database has been improved for data collection, tracking and reporting.
- Began the administration of the NGO gap analysis tool. This tool will help us document and act upon the gaps in the Trust speak up culture.
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Priority 3 Working with leaders to listen up and follow up

- In the process of inaugurating a stakeholder steering committee to facilitate the triangulation of data.
- Currently administering the gap analysis tool from the NGO to identify speak up issues and how it can be addressed amongst stakeholders.
- Managers handbook published.
- Mandatory training for all workers including managers, figures below have seen an improvement since September. However, there is further work to do.

	% Q2	% Q3	% Q4
Freedom to Speak up - Core Training for all Workers	46%	66%	76%
Freedom to Speak Up - Listen Up - Training for all Managers	43%	53%	62%
Freedom to Speak Up - Follow Up for Senior Leaders	27%	23%	34%

Table 8: Showing Freedom to speak Up training compliance by staff

Priority 4 Alongside our cultural team, lead the civility and respect social movement.

- Launched Civility and Respect amongst staff group, feedback so far has been excellent.
- Over 600 members of staff have taken part in the workshops.

Key Performance Indicators

1. **Our Cultural Dashboard achieves a 3% increase year on year in all themes.**

In 22/23 the dashboard increased by 1.25% overall – individual scores underneath

	<u>2021</u>	<u>2022</u>	<u>National Average</u>
Compassion	62%	64%	67%
Learning and Innovation	49%	52%	57%
Health and Wellbeing	48%	51%	54%
Vision and Values	51%	51%	59%
Goals and Performance	58%	57%	72%
Teamwork	72%	73%	75%

Table 9: Cultural dashboard scores

2. **Sickness absence rate is below 4%**

End of Q4 – 5.8%

3. **People turnover is below threshold of 14.1%**

End of Q4 – 13.1%

4. **Staff Survey response rate surpasses 45%**

In 22/23 the staff survey response rate achieved 49%, a 4% increase on the year before due to a planned and targeted engagement campaign.

5. **Staff Survey key questions for FTSU 19a, 19b, 23e and 23f increase.**

Decrease in questions 19a, 19b and 23e and increase in question 23f. Analysis is described below.

NHS National Staff Survey

In 22/23 the staff survey results for the questions that relate to FTSU as a culture and not just a mechanism declined overall not just at SaTH but nationally. Those questions are:

19a I would feel secure raising concerns about unsafe clinical practice.

19b I am confident that my organisation would address my concern.

23e I feel safe to speak up about anything that concerns me in this organisation
 23f If I spoke up about something that concerned me I am confident my organisation would address my concern.

The national average decline vs SaTH can be seen in the table below

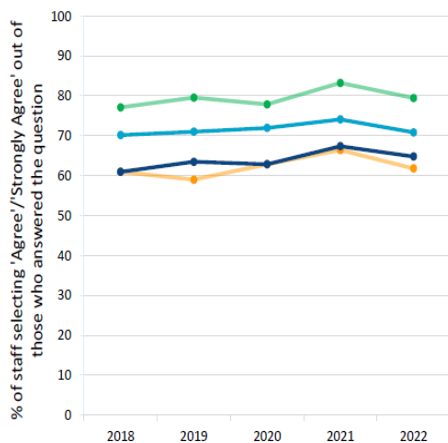
Question	National Decline	SaTH
19a	3.3% ↓	2.6% ↓
19b	2.0% ↓	1.5% ↓
23e	0.4% ↓	0.1% ↓
23f	0.8% ↓	1.2% ↑

Table 10: National decline vs SaTH staff survey scores

People Promise elements and theme results – We each have a voice that counts: Raising concerns Survey Coordination Centre

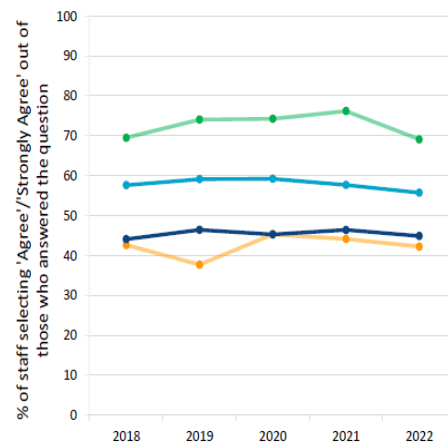


Q19a I would feel secure raising concerns about unsafe clinical practice.



	2018	2019	2020	2021	2022
Your org	60.9%	63.4%	62.8%	67.4%	64.8%
Best	77.1%	79.5%	77.9%	83.2%	79.4%
Average	70.1%	71.0%	71.9%	74.1%	70.8%
Worst	60.9%	59.0%	62.8%	66.4%	61.8%
Responses	2512	2394	2683	2987	3359

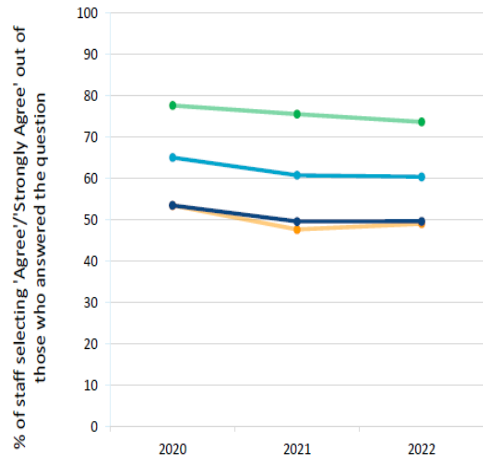
Q19b I am confident that my organisation would address my concern.



	2018	2019	2020	2021	2022
Your org	44.0%	46.4%	45.3%	46.4%	44.9%
Best	69.5%	74.0%	74.2%	76.2%	69.1%
Average	57.6%	59.1%	59.2%	57.7%	55.7%
Worst	42.6%	37.7%	45.3%	44.1%	42.2%
Responses	2511	2390	2683	2985	3353

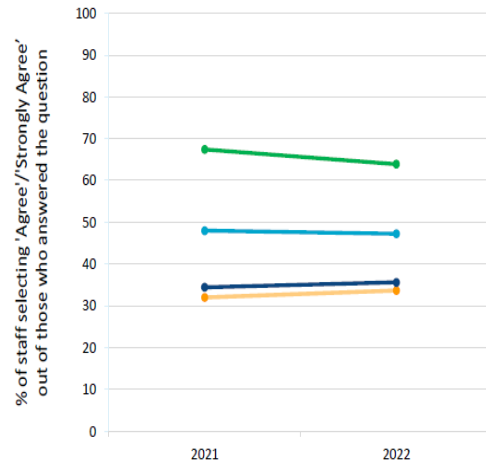


Q23e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022
Your org	53.4%	49.5%	49.6%
Best	77.6%	75.5%	73.6%
Average	65.0%	60.7%	60.3%
Worst	53.4%	47.6%	49.0%
Responses	2684	2987	3351

Q23f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022
Your org	34.4%	35.6%
Best	67.4%	63.9%
Average	48.0%	47.2%
Worst	32.0%	33.7%
Responses	2989	3346

	Additional Prof Scientific and Technical	Additional Clinical Services	Admin and Clerical	AHPS	Estates and Ancillary	Healthcare Scientists	Medical and Dental	Nursing and Midwifery Registered	National Average
19a	63.4%	68.2%	52%	73.7%	52.7%	69.1%	67.7%	73.2%	70.8%
19b	39.6%	50%	41.9%	43.4%	49.8%	40.2%	44%	44.9%	55.7%
23e	52.5%	49.7%	47.9%	52.1%	44.4%	54.9%	55.3%	48.6%	60.3%
23f	29.7%	38.7%	35.6%	38.2%	37.7%	34.2%	35.2%	33.4%	47.2%

Table 11: Staff Survey Professional Group Response.

In understanding our staff survey it also important to look at where we target interventions and whilst the Divisions are analysing their staff survey data to target specific teams and look to good practice. It is also revealing to look at the results in terms of professional groups.

- AHPs and Nurses and Midwifery colleagues show a higher than national average score in feeling safe to raise concerns about unsafe clinical practice, 19a
- Yet the categories estates and ancillary and administrative and clerical for question 19a when compared against the AHPs and nurses and midwifery show an approximate 20% difference. Administrative and clerical staff have declined 2% against last year and estates and ancillary see a 8.3% decline; professional scientific and technical the biggest decline at 11.6% and medical and dental the third largest decline at 5.3%.
- However, when we look at all categories for the remaining 3 questions none of the groups hit the national average figures.

Discussions through the staff survey group and operational people group are beginning to consider interventions aimed at staff groups as well as individual teams.

What is impacting the decline at SaTH of the responses to these four questions is unclear, however the correlations of the hangover from Ockenden and the national picture and press attention in terms of whistleblowing will impact as well as other challenges outlined in the barriers section of the report.

➤ **Speak up barriers**

- Fear of detriment remains a factor as to why some people do not speak up. Feedback from people who had spoken up in the past had commented feeling isolated or being tagged troublesome due to speaking up. Of those reporting detriment only one wanted this to be investigated further as they felt it would only create alienation for them within their peer group. Sometimes however it is a perceived detriment and not what actually maybe happening. The Guardians support people to integrate back into their working space through building relationships.
- International staff are often disproportionately affected by speaking up because most of them depend on been employed and sponsored to renew their visa, they fear discriminatory treatment by superiors to report them to regulatory bodies over small issues which may be resolved through training. This could deter international doctors and nurses from speaking up to improve the system and accommodate unfair treatment.
- Habitual narrative and in some cases incorrect perception of colleagues that 'nothing gets done' or 'at SaTH it is like that'.

Colleague Feedback

"Reluctant as just causes more trouble, gives the managers the belief you are a troublemaker"

➤ **Listen up barriers**

- The turn around time for concerns to be heard and addressed is another barrier to speaking up as the Guardian depends on other colleagues to address escalated matters and ensure resolution. Often time, the urgent cases such as patient safety receives quick responses, but others issue around workers wellbeing, bullying and harassment, attitudes and behaviours can take time to address. This is often not healthy as people raising concern have to continue working in a toxic environment and sometimes with the person, they have an unresolved issue with.
- Reluctance of seniors to mediate and sometimes feedback when there is an impasse or an outcome that may not be palatable to teams.
- Lack of responsiveness to requests for simple solutions from colleagues can take a long time and causes a sense of futility and disengagement to staff who want to be allies or are offering ideas and support from the ground.
- Lack of engagement from those dealing with concerns and also those raising concerns once the issue has been escalated.

Colleague Feedback

"They had looked to provide more ways to raise concerns- but would be doing more to address this" Shropshire Star

This brings me back to the very point we started our conversation the issue is not providing more ways to raise concerns but to respond to those concerns that are raised. How many times have I heard staff say what's the point of raising concerns nothing gets done. This is the issue within our Trust in my opinion, people do speak up they are listened to then nothing happens, speaking and listening are no issue the lack of doing is. Actions will always speak louder than words.

➤ **Follow up barriers.**

- Feedback whether that be in a timely manner or at all when looking into concerns is one of the major barriers we hear as a FTSU team.
- Lack of engagement from those dealing with concerns.
- Experience of how to resolve concerns raised, particularly behavioural and cultural.
- Difficulties resolving concerns amid complex team dynamics.
- Governance around the concerns are we embedding the learning?
- Communicating Trust wide the improvement and learning from FTSU.

Colleague Feedback

I feel that the higher managers don't care and that we are just a number and easily replaceable. I feel that after nearly XX years working for SATH I feel disillusioned and very disappointed and I would not recommend this a place to work for anyone if asked.

Conclusion and Next Steps

Whilst we continue to work towards a Trust that is psychologically safe and where colleagues trust one another the staff survey results relating to a speak up culture are disappointing, nevertheless this also needs to be seen within the context of the national results and the impact of Ockenden. A deep dive by the NGO into the results will give us a further basis to understand the results, in the meantime our focus will continue to be our four priorities as outlined in the report with specific focus on:

- Publicising as much as possible to the widest possible audience the improvement stories from the concerns that have come to FTSU.
- Working towards a target of 95% for the FTSU mandatory training.
- Continual improvement on how we deal with concerns – making sure the follow up and governance around them is improved not just concerns that come to FTSU but throughout the organisation.
- Actions from the 30 Voices project.

- Board completion of the self-reflection tool published in June 2022 and accompanying actions.
- Triangulate the completed FTSU gap analysis tool with findings from the Board self-reflection tool

**Helen Turner, Freedom to Speak Up Guardian,
May 2023**

Appendix 1

Feedback

Given your experience would you speak up again?	Please explain your response.
Yes	I believe speaking up makes the right changes. We feel heard and dynamics at work have changed for the better.
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 spoken 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
Yes	It has been a really positive experience with the FTSU team and it has led to some very positive changes within the department
Yes	I don't 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.
Yes	Thank you for your support and for the service that you offer. It's very valuable
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.
Yes	I found that I was listened to, and that my concerns were validated. Communication was good and I was kept up to date with what was going on. I also feel that improvement has been made.
Yes	I feel listened to and actions are being done. Follow up and feedbacks are helpful.
Yes	I would speak up again as the service provided me with the support and direction needed for me to continue in this role. Many many thanks to FTSU
Yes	The outcome and support has been correct for the situation
Maybe	Reluctant as just causes more trouble, gives the managers the belief you are a troublemaker

Yes	I would speak out again as it is the correct thing to do and enabled me to process what had gone on.
Yes	It provides a confidential, safe space to highlight concerns. It also means those concerns can't be 'brushed under the carpet'.
Yes	I am happy with your help.. Following reporting the incident ,things become little bit better. I hope, things will be better in future.. If I had any concerns definitely I will get in touch with you. Thank you so much
Yes	felt appreciated and listened too
No	It has been sometime since our FTSU experience and I would like to give you some feedback about the process. My experience (and I know others agree with me on this) of the FTSU process is that it was NOT very good and probably did more harm to the people trying to raise concerns than good. I am happy to talk to you about why this was the case and what can be done to improve the process but not in writing. We could maybe meet or discuss over Teams if you feel this would help. The culture in our department is gradually improving but this is more to do with XXXXXXXXXXXX implementing changes rather than the FTSU process.
Yes	The trust encourages staff to speak up, as I have previously spoken up
Yes	It was very well dealt with by the team, but was a situation that no one had an answer for, without putting CCTV everywhere!
Yes	Thank you for the brilliant support you gave to me. Thanks to you and your service I have a workable solution
Yes	I am now utilising the flexible working policy many thanks for all your help.
No	As I feel that the higher managers don't care and that we are just a number and easily replaceable. I feel that after nearly 17 years working for SATH I feel disillusioned and very disappointed and I would not recommend this a place to work for anyone if asked.
Yes	I would encourage my colleagues to use FTSU if needed as they were very supportive, and I am so thankful that the FTSUG was on the ward. I knew I had done the right thing and I would speak up again.
Yes	There is still a plethora of opportunities to rectify any wrongs such as lack of awareness in the NHS environment. From when I last spoke up about the lack of awareness toward deafness, hard of hearing and speech difficulties. I've since seen more engagement and enthusiasm from other colleagues who were interested in practicing sign language.
Yes	I feel that we should be treated fairly whilst at work, whilst being treated with dignity and respect. I could not say much in the corridor, but with regards to my award, it would have been nice to have been presented it, by an Executive, rather than having to collect it from their PA. Hopefully some lessons will be learnt, for the next set of awards.
Yes	It is important that we speak up especially if it affects our family life. We have to be sensitive in each other journey in life. People working in our institution are hard workers and they do it for their families. It is important that we protect what matters to them so that they will be feel valued
Maybe	Would depend on the scenario and the reasons
Yes	I felt comfortable with the process and would do it again if ever required.

Yes	I must admit that I was very hesitant to speak up about the treatment I was facing at work, mostly because I felt I might be blowing things out of proportion. But after speaking with FTSUG, she reassured me and made me feel safe. She provided me with the support I desperately needed at the time and put my wishes at the centre of every action. Above all, she has assured me that even though I do not feel prepared to escalate my concerns at this time, it is okay to tell my story whenever I am ready and to use my experience to support others. I am very grateful to have felt as empowered as I did with the support of FTSUG and the FTSU service
Yes	In speaking up I was given the support I needed to enable me to address a number of issues within my Department. Advice was impartial and non-judgemental.
Maybe	I do not know if I would speak up again. However, I appreciate that we have a FTSU channel and I also appreciate the support that you gave me when I raised the issue I had. The reason for my answer being that I do not feel that the issue I raised was really met with any care about me as an individual person from the people who make decisions within the trust when you raised it with them.
Yes	Was grateful for the safe space to talk about my concerns
Yes	The response to my query was very quick and i felt welcoming. However I was not totally satisfied with the clarification given since Tier 2 Visa Thornbury nurses are still doing shifts in your trust since I was stopped from booking since September when the government guidelines on restricted hours was announced in November 10th 2022.
Yes	Their independent investigation was completed and everyone including myself have decided to move on thank you for your advice.
Yes	Thanks for checking in while this was being addressed, everything is much better thank you
Yes	I feel that the concerns raised by staff were taken seriously and a conversation was started.
Yes	I felt my concern was listened too objectively – and in confidence - and I was really pleased with the advice that was given as I am happy with the outcome.