

Appendix 1
Responses to Feedback Questions

<u>QTR1 April – June 2024</u>	
Yes	A fast friendly response with and offer of a chat on the phone. Will always be happy to contact. Thank you.
Yes	I feel my voice has been heard on behalf of my colleagues and we should see improvements. I'm confident that if this issue isn't resolved, my Ward Manager and Matron will be proactive with the steps going forward. Thank you so, so much for all your time, advice and just for listening! You have been a great support and definitely gave me the confidence I needed to raise the concern further
Yes	I found this useful just to be able to speak safely, which gave me the means to be able to reflect and make clearer decisions, based on the situation I found myself in.
Yes	I had experienced 15+ months of bullying from my line manager and nothing had happened to change this by following more informal routes and asking for help within my department – I felt totally unheard and unsupported. By contacting Freedom to Speak Up and finding someone who listened and was then able to point me in the right direct to get help, things have changed. I have a new line manager and support from a union rep and the psychology team to help me get back to working normally. I don't think I could have started this process alone as I was too affected by the bullying behaviour to know where to turn.
Yes	Helpful, plenty of feedback throughout the process and very approachable. I felt I was constantly kept in the loop with what was happening – even after leaving the department (unrelated to my FTSU concern) I was still kept informed. Felt very supported and listened to by XXXX throughout.
Yes	I would definitely speak up again as I felt supported and given a safe environment to discuss what happened, how this affected me and how to go about it. I have found the advice very helpful and reassuring in my situation. Helen made me feel at ease and that I haven't troubled anybody or caused any inconvenience by arranging a phone call following my email. Thank you.
Yes	You weren't able to resolve our problem but I was also seen to have taken note what the night shift were saying to me and tried to help because I was out of answers. It is also good to speak up because sometimes just talking a problem through with someone else helps

APPENDIX 2

FTSU Priorities and Improvement Plan 24/25

This improvement plan was established following a Board workshop to consider principles 2 and 4 of the FTSU Board self-reflection tool on 1 November 2023

Priority	What We Plan To Do	Lead	Progress	Outcomes: What is the difference we want to see Measure of Success: How will we know
1. Working with our leaders to 'listen up' and 'follow up':	1. Mandatory online training compliance rates for all levels are 90% and above 2. Target areas that have low staff survey results on the speaking up question and correlate with mandatory training rates 3. Inclusion of FTSU in SaTH leadership programmes this will also include discrete sessions for Managers on 'Listening Up' 4. Focus on dissemination of improvement 5. Part of Executive appraisals. 6. Further education on the NED roles within FTSU/Speaking Up Culture 7. Walkarounds by NEDs with FTSU Lead and Guardian	FTSU Lead and Executive FTSU Lead	1. Position at 17 th July <ul style="list-style-type: none"> • Worker = 91.11% • Managers = 80.94% • Senior Leader = 65% 2. Action from January 2025 3. FTSU/Psychological Safety included in Galvanise and STEP 4. Improvement stories shared as and when available. 5. Nothing to report at this time 6. NED Lead to attend PROTECT seminar on 6 th November specifically aimed at NED roles. NGO video and training for NEDs circulated 18 th July. 7. FTSU Lead and Chair have undertaken 2 x walkarounds. 8. No progress at this time 9. Complete 10. In progress report on in Q2 11. Ambassador recruitment has superseded this	The KPIs for FTSU keep improving year on year.

	8. Round Table with Board of Directors on hotspots in the Trust 9. Detriment – section on detriment in FTSU public Board paper and ARAC paper 10. Detriment section on FTSU intranet page 11. Consider detriment through speak up month 2024. 12. Include NED Lead in the FTSU policy		12. Complete 13. FTSU data now contained as part of monthly Divisional ER reports.	
2. Working with our leaders to empower staff to ‘speak up’ and offer suggestions for improvement.	<ul style="list-style-type: none"> • Further education on the NED roles within FTSU/Speaking Up Culture • Walkarounds by NEDs with FTSU Lead and Guardian • Consider Just Culture as part of our organisational improvement plans • Relaunch our managers handbook to include how to handle concerns. 	NED Lead for FTSU/Executive Lead for FTSU/FTSU Lead	1. NED Lead to attend PROTECT seminar on 6 th November specifically aimed at NED roles. NGO to release video and training for NEDs which SaTH have contributed to. 2. FTSU Lead and Chair have undertaken 2 x walkarounds. 3. No progress against Just Culture 4. Managers handbook to be relaunched in October speak up month.	The KPIs for FTSU keep improving year on year
3. We will raise awareness of FTSU through regular and diverse communications, so all staff are aware of how to raise concerns.	<ul style="list-style-type: none"> • We will improve our Communications on FTSU by beginning to measure the effectiveness of our Communications plan 	FTSU Lead/Comms Team	1. FTSU Lead to discuss how we can capture and report meaningfully with Comms team. Data received.	The KPIs for FTSU keep improving year on year

<p>4. Ensure feedback is obtained concerning FTSU experience to enable continuous improvement.</p>	<ul style="list-style-type: none"> • Ensure that all those who have utilised the mechanism have the opportunity to feedback on their experience • Update the FTSU raising concerns framework timescales to correlate with patient safety and workforce timeframes. • Analysis of FTSU at SaTH through Model Hospital Mechanism 	<p>FTSU Lead</p>	<ol style="list-style-type: none"> 1. Feedback sent to all who use the mechanism and reported on through our Board papers. 2. Timescales have been updated and correlate but with workforce and Patient Safety. 3. No progress against Model Hospital 	<p>The KPIs for FTSU keep improving year on year</p>
<p>FTSU Through the Audit Committee Lens</p>				
<p>5. Does the comprehensive Policy for Freedom to Speak Up in place support the Trust's Freedom to Speak Up Strategy? Are the Policy and Strategy consistent with the guidance from the National Guardians Office? Is there a process to review the alignment regularly?</p>	<ul style="list-style-type: none"> • Strategy to be reviewed in 2025 and will be aligned with policy. 	<p>FTSU and Executive Lead</p>	<p>Policy and Strategy implemented June 2023 and October 2022 respectively. Policy in line with national template.</p>	
<p>6. Is there sufficient resilience for supporting FTSU Guardians and Ambassadors roles? Has the FTSU Guardian been trained to the standards specified by the National Guardians Office and is</p>	<ul style="list-style-type: none"> • Training for NED and Exec Lead by Guardian • Ambassador network requires reviewing to enable more capacity in the system. 	<p>FTSU and Executive Lead</p>	<p>2 x WTE Guardians. 35 x ambassadors. Both Guardians have completed annual refresher training and registered on national Guardian database. Executive Lead/NED Leads in place.</p>	<p>The KPIs for FTSU keep improving year on year</p>

registered on the National Guardian Office Database? Has the Trust nominated both an Executive and Non-Executive Director as leads for FTSU? Have both received training from the Guardian?			Plans for systematic review of ambassadors and relaunch in 24/25. Recruitment drive starts for more ambassadors starts on 19 th September 2024	
7. Are there procedures in place to ensure that all staff are aware of their right to access the office of the FTSU Guardian freely without any potential victimisation? Does all staff and senior leaders' induction training include a section regarding the FTSU agenda? Is compliance with the training reported with other mandatory training returns?		FTSU Lead	FTSU is part of Corporate, student nurse, midwife and junior doctor induction. FTSU annual Comms plan including quarterly attendance at Cascade; regular parts of Chief Executive message. FTSU online training mandated and monitored and reported on to BoD/ARAC. Process for reviewing detriment additional part of FTSU policy. Senior Leaders compliance is poor for the online training and needs improving.	The KPIs for FTSU keep improving year on year
8. Does the Trust have a forward-looking calendar for completing the NHSE self-assessment tool for FTSU? Does this include the FTSU Board development workshop?		FTSU and Executive Lead	Yes, next seminar for the Board self-assessment tool is 28.11.24	The KPIs for FTSU keep improving year on year
9. Has the Trust identified which governance arrangements the FTSU Guardian should sit on		FTSU and Executive Lead	Yes, reports to ARAC twice a year and Board twice a year.	The KPIs for FTSU keep improving year on year

and report to? Does the Trust Board also receive, as a minimum, an annual report from the Guardian on the FTSU activity from the previous year?				
10. Has the organisation allocated resources / budgets to produce information in support of "Speak Up" campaigns such as: posters, animated videos etc.		Executive Lead	Whilst there is no specific budget for FTSU. There has been money available through Comms/CEO budget and Charitable Funds for various campaigns and collateral when needed.	The KPIs for FTSU keep improving year on year
11. Is the recording of concerns raised undertaken in accordance with Trust Policy and National Guardian Office guidance? Are detailed outcomes recorded as part of the investigation and held securely with restricted access?	<ul style="list-style-type: none"> Recording of detailed outcomes is not routinely undertaken for a variety of reasons. To address this, we are introducing 'FTSU Leaders Response' Document 	FTSU Lead	<p>Yes, we have updated our recording template to be in line with the Recording Data – New Guidance published February 2024</p> <p>FTSU Leaders response form launched from the start of Q1.</p>	The KPIs for FTSU keep improving year on year
12. Is feedback provided to the individual raising the concern where possible (not always possible if the concern is anonymous)?	<ul style="list-style-type: none"> Effectiveness and improving times of opening to closing concerns needs further work 	FTSU Lead	Yes, we routinely provide feedback and at the close of a concern also ask for feedback.	The KPIs for FTSU keep improving year on year
13. Is the effectiveness of these administrative mechanisms for FTSU assessed and reported to the audit committee, quality committee, workforce committee, or	<ul style="list-style-type: none"> 	Executive Lead	<p>Yes, reports to ARAC and Board.</p> <p>MIAA review conducted through July and received 'substantial assurance'</p>	The KPIs for FTSU keep improving year on year

<p>other appropriate committee for assurance purposes before escalation to the Board?</p>				
<p>14. Are lessons learned and relevant actions taken from concerns shared and implementation monitored?</p>		<p>FTSU Lead</p>	<p>We share stories wherever possible, particularly during speak up month. There are lessons learned and actions taken but it can be indiscriminate, due to the high levels of concern raised. It isn't always possible to monitor implementations. Plus, all concerns that do come through to FTSU don't necessarily have learning attached for the organisation</p>	<p>The KPIs for FTSU keep improving year on year</p>