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Date	10.09.20	Agenda item	Bo.9.20.15

FREEDOM TO SPEAK UP (FTSU) ANNUAL REPORT 2019/20

Presented by	Karen Dawber – Chief Nurse		
Author	Sue Franklin - Associate Chief nurse, FTSU Guardian		
Lead Director	Karen Dawber – Executive Lead for FTSU		
Purpose of the paper	This paper provides assurance to the Board of Directors in relation to the conduct and outcome management of the Freedom to Speak Up arrangements in the Trust		
Key control	This paper is a key control for the strategic objectives to provide outstanding care for patients and to be in the top 20% of NHS Employers		
Action required	To note		
Previously discussed at/informed by	Details of any consultation - None		
Previously approved at:	Committee/Group	Date	
	Executive and Non-Executive Regulation Committee	29.07.20	
Key Options, Issues and Risks			
This paper provides the 2019/20 annual update for the Board of Directors on Freedom to Speak Up (FTSU) at Bradford Teaching Hospitals.			
Analysis			
This paper describes the number of FTSU concerns that have been raised during 2019/20 at BTHFT, the main themes from these concerns and the groups of staff who have reported a concern.			
In addition, the report includes the FTSU figures for Quarter (Q) 4 at BTHFT.			
The report includes the national FTSU Index report 2020.			
It also includes the 2019 NHS staff survey results on safety culture about raising concerns.			
Recommendation			
For the Board to note the contents of the report and the concerns that have been raised at BTHFT in 2019/20.			
For the Board to note BTHFT Q4 data headlines.			
For the Board to note the work of the FTSU Guardian and Associate Guardians at BTHFT.			

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For the Board to note the 2019 NHS staff survey results on safety culture about raising concerns.

For the Board to note the contents of the 2020 National FTSU Index report.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers			g			
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant) <input type="checkbox"/> Risk Assessment Framework <input type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance
NHS Improvement Effective Use of Resources: People
Other (please state):

Relevance to other Board of Director's Committee: (please select all that apply)					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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1 PURPOSE/ AIM

- 1.1 This paper provides assurance to the Board of Directors in relation to the conduct and outcome management of the FTSU arrangements in the Trust by:
- Providing an update, using the National Guardian's Office (NGO) template, on FTSU and the progress in 2019/20.
 - Reporting on the number of FTSU concerns that have been raised at BTHFT in 2019/20 Q4 (Appendix 1).
 - Reporting on the number of FTSU concerns raised at BTHFT during 2019/20 (Appendix 2).
 - Providing an update on the latest Index report (2020) published by the NGO.
 - Providing the results of the 2019 NHS staff survey results on safety culture about raising concerns (Appendix 4).

2 BACKGROUND/CONTEXT

- 2.1 Freedom to Speak Up is vital in healthcare. When workers feel psychologically safe, they will speak up to avoid harm, bring great ideas and be able to express their concerns. The NGO believes a good speaking up culture makes for a safer workplace, for workers, patients and service users. Here at BTHFT we are working to make speaking up business as usual across the Trust. Some of the work has included developing, promoting and supporting the Freedom to Speak up team to support workers to speak up and to effect culture change to make speaking up business as usual. The NGO is supporting healthcare Trusts to make speaking up business as usual and challenges and supports the health system in England on all matters related to speaking up.
- 2.2 One of the recommendations from Sir Robert Francis' *Freedom to Speak Up* review of the NHS, published in April 2015, was that each NHS Trust should appoint a Freedom to Speak Up Guardian. The review sets out 20 principles and actions to ensure that NHS workers can speak up freely at work, without fear of detriment, to create a safer and more effective service for everyone.
- 2.3 Effective speaking up arrangements help to protect patients and improve the experience of NHS workers. Having a healthy speaking up culture is an indicator of a well-led Trust.
- 2.4 The FTSU Guardian has a key role in helping to raise the profile of raising concerns in their organisation and provide confidential advice and support to staff in relation to

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concerns they have about patients' safety and/or the way that the concern has been handled.

- 2.5 The Trust's Freedom to Speak Up Guardian is Sue Franklin, Associate Chief Nurse for Quality Improvement, and the Deputy FTSU Guardian is Laura Jones, Head of Clinical information. Karen Dawber, Chief Nurse, is the Executive Lead for FTSU and there is an identified Non-Executive Director Lead, Laura Stroud. There are also a number of Associate Guardians who have completed the National FTSU training.
- 2.6 Freedom to Speak Up sits within the Trust's *Policy of Raising Concerns at Work (Whistleblowing)*.
- 2.7 The Care Quality Commission (CQC) assesses a Trust's speaking up culture during inspections as part of the well-led inspection.
- 2.8 The FTSU focus group usually meets bi-monthly. This meeting is to update the FTSU group on any new updates from the National Guardian's Office (NGO) and also to discuss and monitor any ongoing FTSU concerns and issues and discuss what support is required.
- 2.9 The FTSU group have a Human Resources (HR) link who they liaise with as/when necessary to discuss certain concerns that need HR support.
- 2.10 The National Guardian's Office (NGO) issue regular information and updates that are discussed at the monthly meetings to ensure that the Freedom to Speak Up focus group is using the most up-to-date information that the NGO provides. It also directs how we listen to concerns and document those concerns.
- 2.11 Following any case review published by the NGO, the FTSU group discuss the recommendations and check which ones are relevant to BTHFT. Any relevant recommendations are actioned to ensure we meet the expected standards.
- 2.12 The FTSU Guardian is part of the FTSU regional network and attends quarterly meetings for Yorkshire and Humber.
- 2.13 The National Guardian's Office requests regular updates and currently requests quarterly reports (in a standard template) on the concerns raised from each NHS Trust. We have complied with this submission.

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3 PROPOSAL

- 3.1 The recruitment of additional FTSU Associate Guardians has occurred but due to Covid restrictions the National training has been postponed. All three new members were due to attend the training in April and May 2020, there are no new dates planned currently.
- 3.2 Discussions have commenced about a future Quality Improvement project which will focus upon how unacceptable behaviours such as incivility between staff affects other members of the team which in turn impacts upon the quality and safety of the care given to patients and their experience. This project was due to start in April 2020 but due to the current restrictions this has been put on hold temporarily. Future board reports will update on the progress of this proposal.

4 BENCHMARKING IMPLICATIONS

- 4.1 Alongside the data headlines for each quarter, the NGO publish on their webpages the data submitted by all the Trusts in England. This enables each organisation to benchmark against similar types and sizes of organisations.
- 4.2 In addition the annual NHS staff survey on safety culture about raising concerns provides an opportunity to monitor how BTHFT is performing in relation to other organisations classified as the best, average and worst performing. (Appendix 4).
- 4.3 The NGO Index report has been published in July 2020 and this is attached in Appendix 3.
- 4.4 At the bi-monthly FTSU meetings there is a standard item on the agenda where the group discuss the NGO data, BTHFT data, board reporting and the annual staff survey results when published.

5 RISK ASSESSMENT

- 5.1 The FTSU Guardian now has 12 hours protected time within their substantive role to perform their FTSU duties. The deputy and Associate Guardians currently have no protected time within their substantive roles.
- 5.2 It was highlighted in an internal audit report that if there was to be a sudden influx of concerns we would need to address the resource requirements; this could be a potential weakness in the system. However, it has been agreed that the current level of concerns can be managed adequately.

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6	RECOMMENDATIONS
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- 6.1 To note the main themes and the important issues raised through FTSU during 2019/20.
- 6.2 To support the work of the FTSU group to continue with the FTSU campaign including raising awareness sessions for staff and education for Guardians.
- 6.3 To continue with quarterly reports to the Quality Committee and to the Board of Directors to update on progress with FTSU.
- 6.4 To note the benchmarking data in terms of the NGO's Index report.
- 6.5 To note the improvement in the staff survey results on safety culture about raising concerns for BTHFT.

7	Appendices
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Appendix 1 - FTSU concerns raised at BTHFT in 2019-20 Q4.

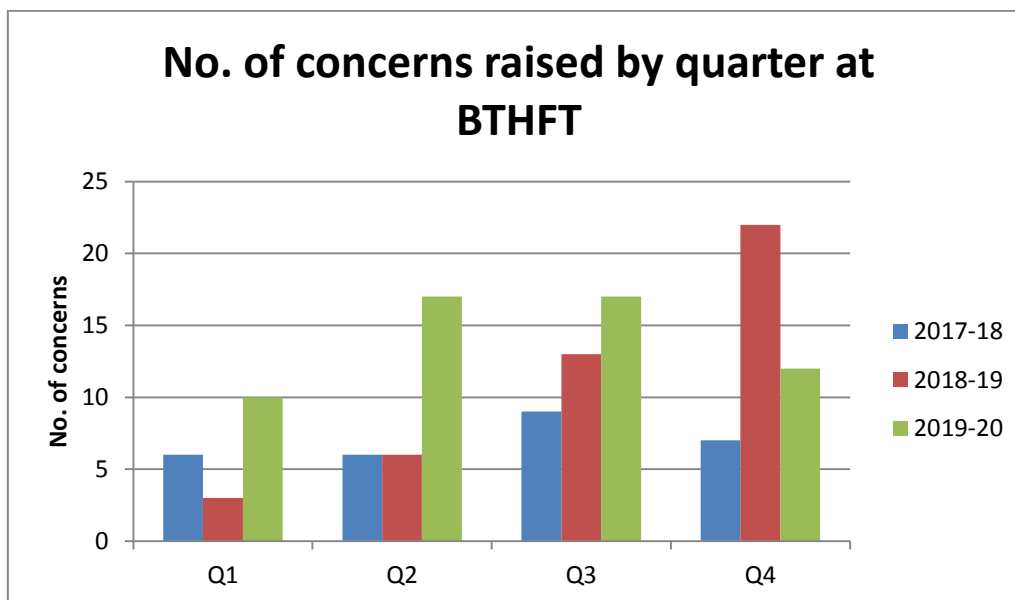
Appendix 2 - Analysis of FTSU concerns raised at BTHFT in 2019/20.

Appendix 3 – National FTSU Index report 2020.

Appendix 4 - 2019 NHS staff survey results on safety culture about raising concerns.

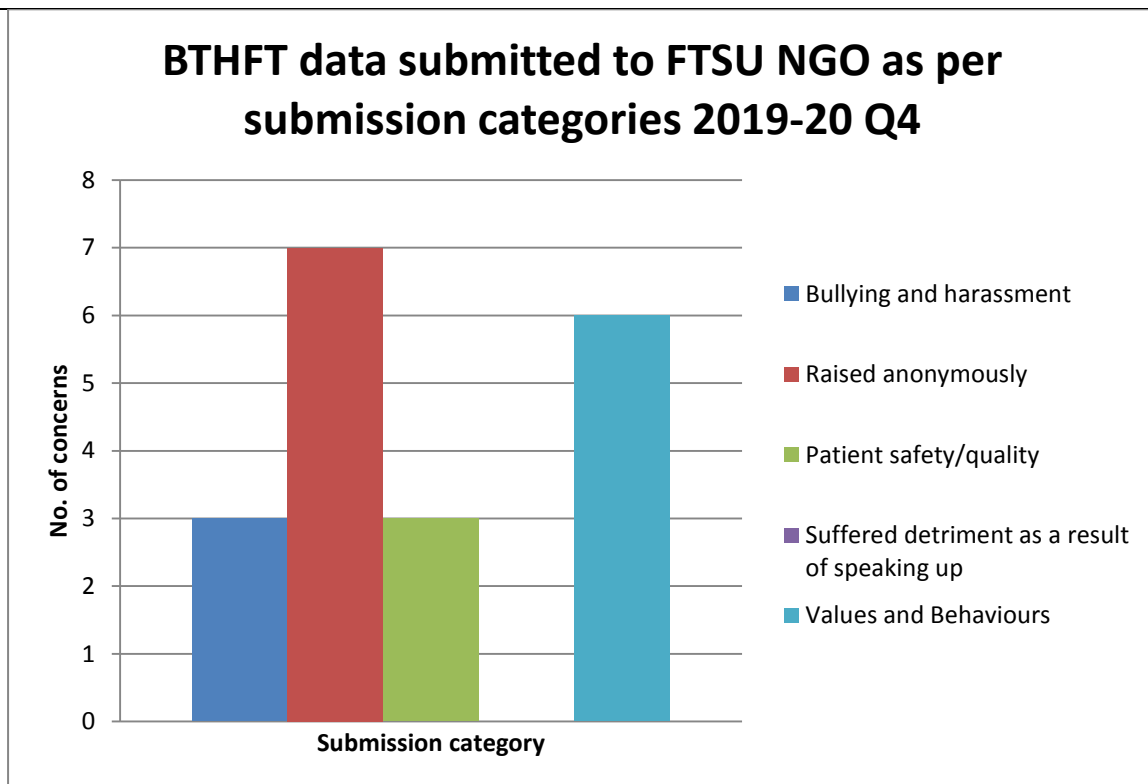
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Appendix 1 – FTSU concerns raised at BTHFT in 2019-20 Q4



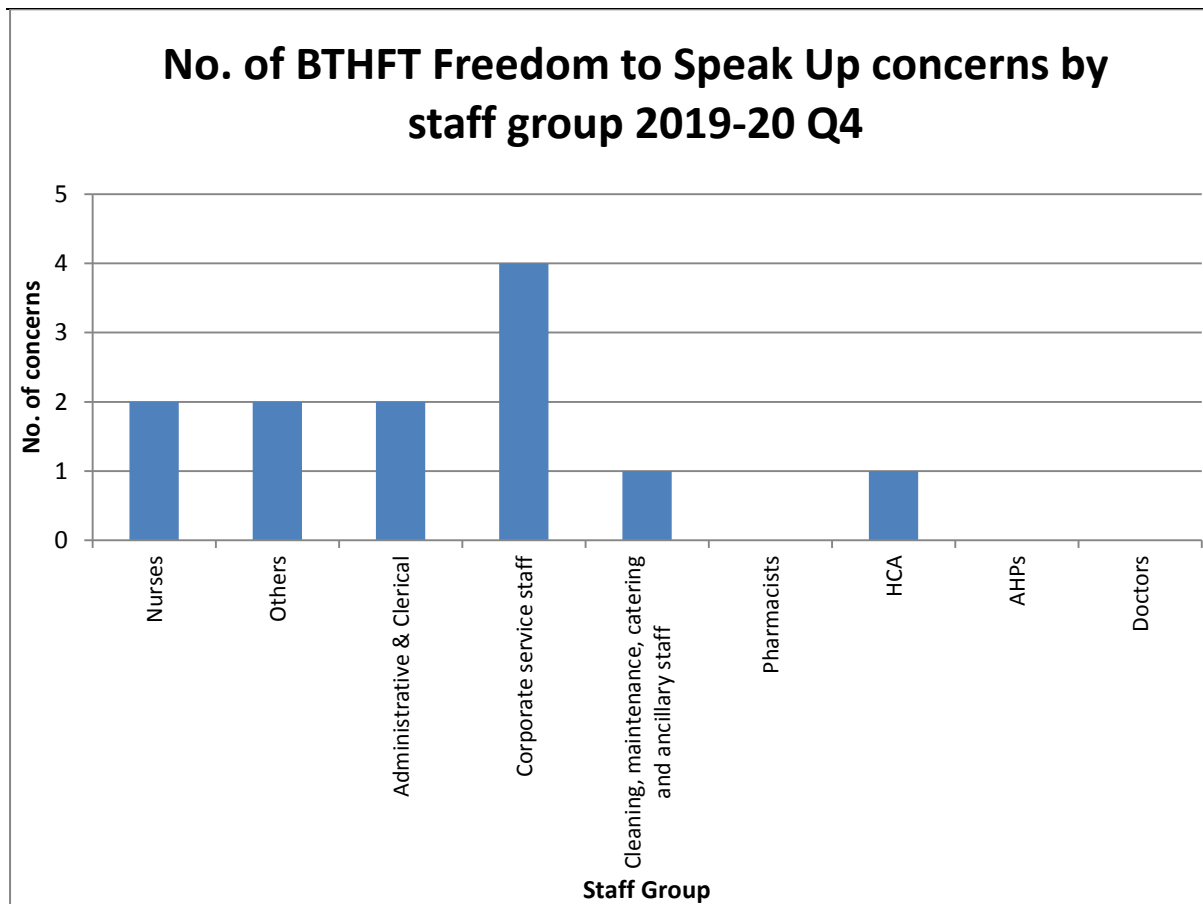
- 1.1 The graph above includes the number of concerns raised at BTHFT in 2019-20 Q4. It is displayed alongside 2018-19 and 2017-18 data to facilitate comparison.
- 1.2 There were twelve concerns raised in Q4. Seven were raised anonymously via the FTSU App. The anonymous concerns are always difficult in that you cannot support the staff member or give any feedback on progress. They are dealt with on an individual basis and followed through as much as possible. The NGO advocate that staff should be able to raise concerns anonymously if necessary.

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- 1.3 The graph above demonstrates the data set submitted by BTHFT to the FTSU NGO 2019 - 20 Q4.
- 1.4 The highest number of concerns raised in Q4, six, were in relation to values and behaviours and how staff felt that were being treated. Three were patient safety/quality concerns and three concerns were reported due to feeling bullied or harrassed.
- 1.5 Of the twelve concerns raised in Q4, seven were raised anonymously via the BTHFT FTSU app. It is important to note that when a concern is raised anonymously there is no opportunity to ask for more information to aid the investigation or update the person raising their concern. However the detail included in a concern raised anonymously often allows the ward or department to be identified.
- 1.6 No person raising a concern has reported suffering detriment for doing so in Q4.

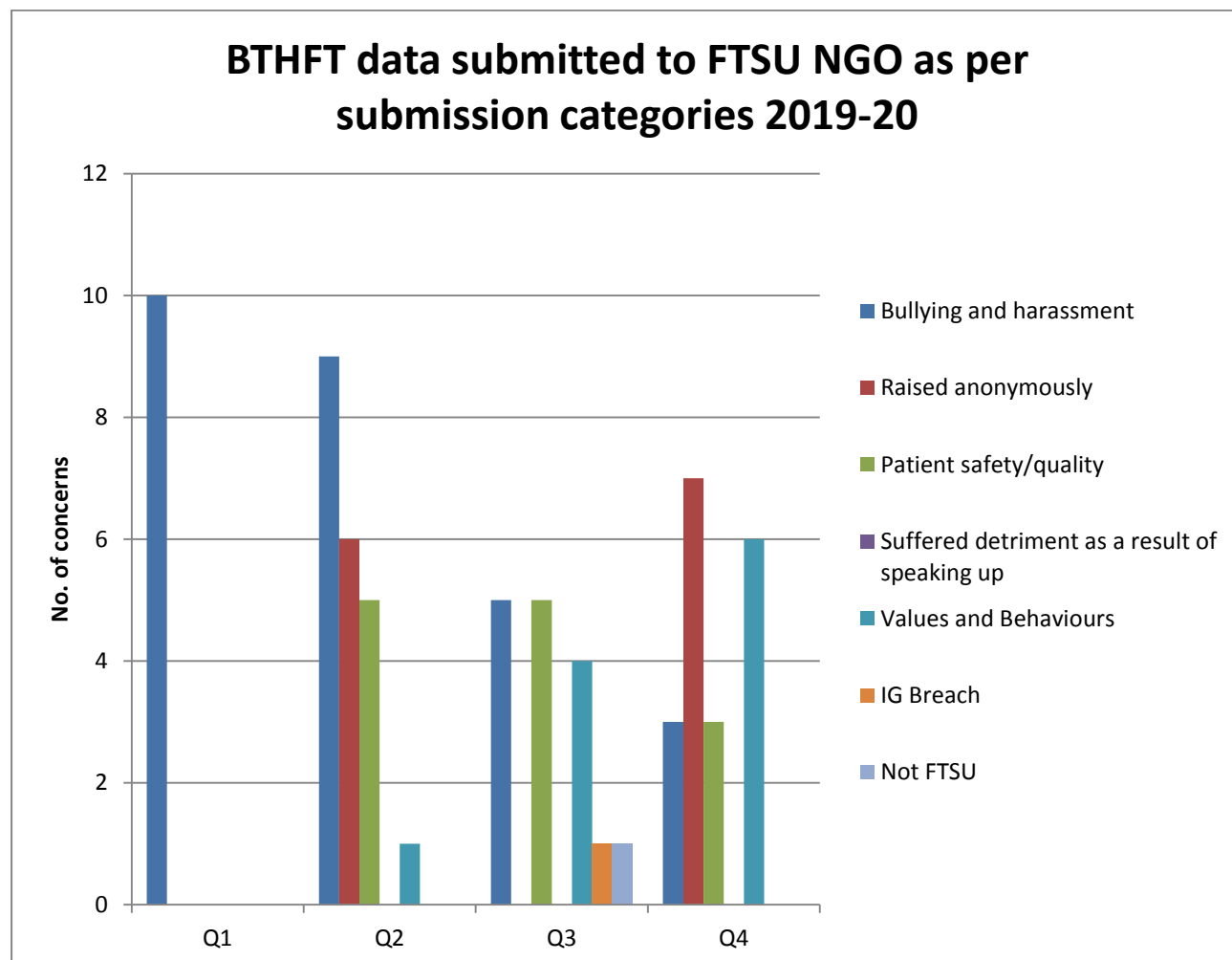
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- 1.7 The graph above demonstrates the staff groups at BTHFT that have raised concerns in 2019-20 Q4, (using the NGO data sets for staff).
- 1.8 This data is utilised to identify areas where promotion/education around FTSU may be required.
- 1.9 The 'other' column were two anonymous concerns that we were unable to identify the staff group.

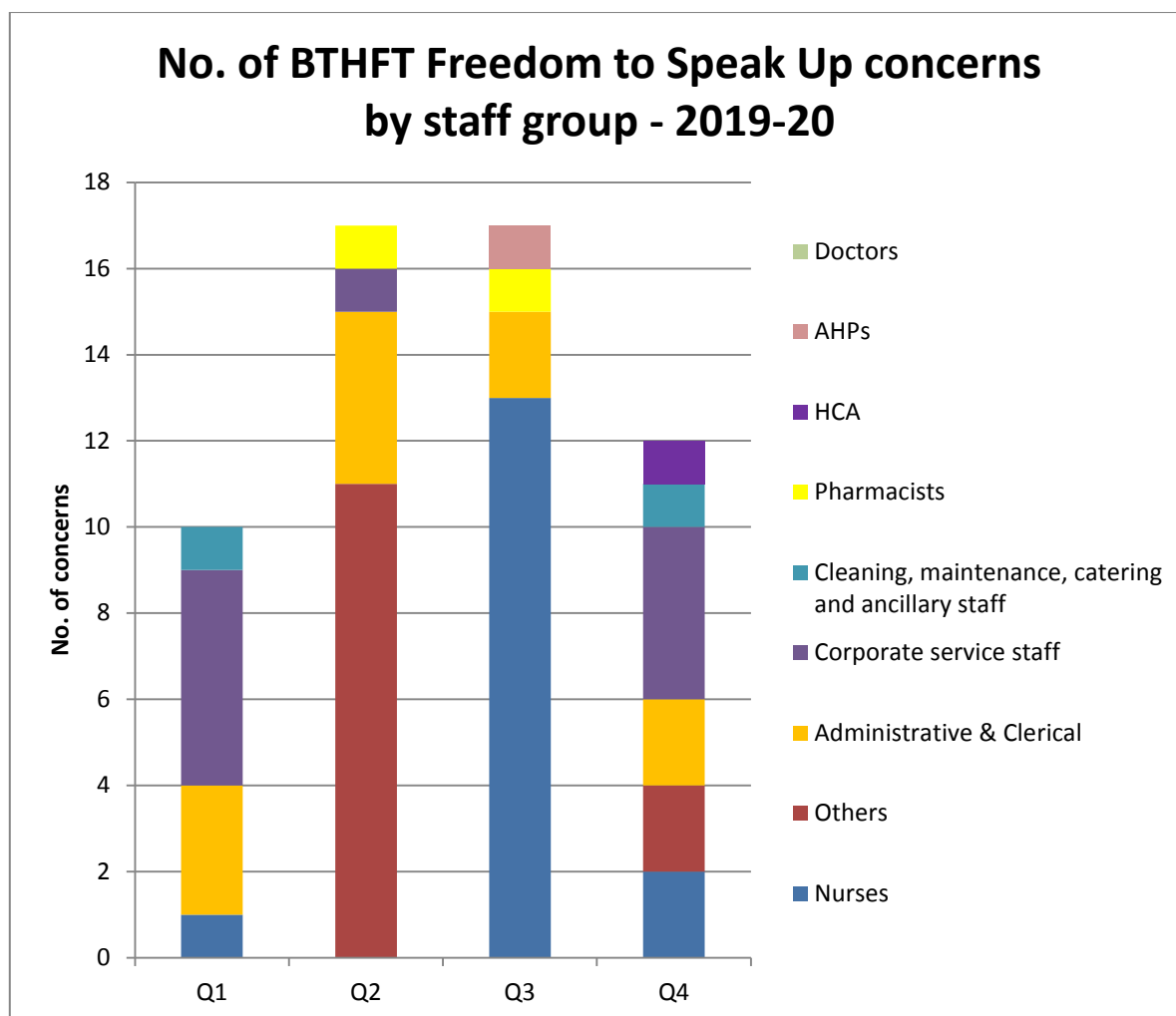
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Appendix 2 – Analysis of FTSU concerns raised at BTHFT in 2019/20



Quarter	Bullying and harassment	Raised anonymously	Patient safety/quality	Suffered detriment as a result of speaking up	Values and Behaviours	IG Breach	Not FTSU
Q1	10	0	0	0			
Q2	9	6	5	0	1	0	0
Q3	5		5		4	1	1
Q4	3	7	3		6		
Total 2019-20	27	13	13	0	11	1	1

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No. of Freedom to Speak Up concerns by staff group

Staff group	Q1	Q2	Q3	Q4	2019-20	% Staff Group
Nurses	1		13	2	16	29%
Others		11		2	13	23%
Administrative & Clerical	3	4	2	2	11	20%
Corporate service staff	5	1		4	10	18%
Cleaning, maintenance, catering and ancillary staff	1			1	2	4%
Pharmacists		1	1		2	4%
HCA				1	1	2%
AHPs			1		1	2%
Doctors					0	0%

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Appendix 3 – FTSU Index report 2020 – BTHFT 80% (2019 – 78%)

The NGO have reported that the Freedom to Speak Up Guardian Surveys that they have run over the last couple of years have indicated that a positive speaking up culture is associated with higher performing organisations, as rated by the CQC.

The annual NHS staff survey contains several questions that serve as helpful indicators of the speaking up culture in Trusts too. Working with NHS England, they have brought four questions together into a 'Freedom to Speak Up (FTSU) index'.

The Index enables trusts to see at a glance how their FTSU culture compares with others. This will promote the sharing of insights and enable Trusts that are struggling to 'buddy up' with those that have recorded higher index scores.

The survey questions that have been used to make up the FTSU index are:

- % of staff responded "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 17a).
- % of staff responded "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 17b).
- % of staff responded "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 18a).
- % of staff responded "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 18b).

The 2020 Index report is below and appended as a separate document:



ftsu_index_report_2020.pdf

The NGO state that they will use the FTSU index as an indicator of potential areas of good practice and concern when it comes to the speaking up culture in trusts. It will be shared with their stakeholders, including the Care Quality Commission (CQC), and NHS England and NHS Improvement, so it may also inform their work to support Trusts.

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They will also be working with the survey team at NHS England to develop the index to provide a more holistic understanding of speaking up culture.

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Appendix 4 - 2019 NHS staff survey results on safety culture about raising concerns

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