Freedom to Speak Up Self-Review

**Completed jointly by the
Board and Freedom to Speak Up Guardians**

Presented to the Trust Board on 7th February 2019

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
Our expectations			
Leaders are knowledgeable about FTSU			
Senior leaders are knowledgeable and up to date about FTSU and the executive and non-executive leads are aware of guidance from the National Guardian's Office.	It is largely being met but needs routine refreshing	Standardise Guardian's Office guidance Circulation with non-executive information emails Incorporate a Speak Up learnings summary into the forthcoming learning model for SWB	This is largely achieved through: (a) Guardian and TU feedback direct to Board members (b) Discussions in public Board meetings (c) Role of JCNC and FTSU guardians' group
Senior leaders can readily articulate the trust's FTSU vision and key learning from issues that workers have spoken up about and regularly communicate the value of speaking up.	This is met	Maintenance of Speak Up day model to reach all employees, and expansion of the pledge[1] A speak up learnings summary to form part of the forthcoming Speak Up model	Speak Up days and the action plans that follow from that, as well as discussions within the Board

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[1] I promise to speak up if I have a concern about safety and will do all I can to help the organisation address that concern and those of others.

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		for SWB. To be developed with some of the information & themes raised with FTSUG's since in role	
They can provide evidence that they have a leadership strategy and development programme that emphasises the importance of learning from issues raised by people who speak up.	This forms part of the Accredited Manager training and it is part of the first hour of corporate induction	To maintain and refresh actions as left	Feedback from both processes and **we**connect anonymised survey of employee attitudes
Senior leaders can describe the part they played in creating and launching the trust's FTSU vision and strategy.	The strategy is implied rather than draft	Publish a single Speak Up strategy as part of the revised policy launch	Test penetration via 2019 leadership conference feedback
Leaders have a structured approach to FTSU			
There is a clear FTSU vision, translated into a robust and realistic strategy that links speaking up with patient safety, staff experience and continuous improvement.	The strategy is implied rather than draft – FTSUGs feel this is starting to emerge	Publish a single Speak Up strategy as part of the revised policy launch	Test penetration via 2019 leadership conference feedback

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There is an up-to-date speaking up policy that reflects the minimum standards set out by NHS Improvement.	The policy is in final draft. FTSUGs to contribute	Complete during 2018 and effectively launch	Test penetration via 2019 leadership conference and **we**connect anonymised survey
The FTSU strategy has been developed using a structured approach in collaboration with a range of stakeholders (including the FTSU Guardian)and it aligns with existing guidance from the National Guardian.	The strategy is implied rather than draft	Incorporate Guardians' feedback into this self-review, strategy and policy as outlined in Board paper	Test penetration via 2019 leadership conference feedback
Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.	Current accountability is to the action raised by Speak Up Day but we will measure policy compliance	Operationalise the Speak Up Policy KPIs. Measure policy compliance	Routine Board reporting from January 2019.
Leaders actively shape the speaking up culture			
All senior leaders take an interest in the trust's speaking up culture and are proactive in developing ideas and initiatives to support speaking up.	Met through whole leadership participation in Speak Up days	Maintenance of momentum and development of Group level projects within **we**connect programme Continue to develop the	Board discussions on how to adopt and adapt FTSU model

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		FTSU role in finding ways to feedback themes particularly when concerns are raised anonymously.	
They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and honesty.	The Trust is completely focused on safety and transparency	Safety Plan delivery	Public debate over Never Events and other routine publication of data of concern
Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.	Visibility of senior leaders remains varied in a large Trust and "Out and About" work aims to address that

FTSUG's report good visibility of Execs & senior leaders on Speak Up Days | Further development of unannounced 4am walkabout model

Structured publicity for executive visibility, whilst supporting Group Leaders' engagement work

Consider if Group Directors / directorate leads could also be involved in this increased visibility on Speak Up days | Employee feedback during Board visits |

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Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.	Some mixed evidence at local level but strong evidence at executive level FTSUG's grateful for the Exec support that has been offered	Continued work to ensure group and directorate leaders make time for FTSU guardians	Tracking of response times by management teams for each FTSU concern Sometimes it is not just about tracking response times it is having someone to listen to the concern – & know that it has been listened to- some of the cases brought to the FTSUG are sensitive & complex.
Senior leaders model speaking up by acknowledging mistakes and making improvements.	Strong evidence that this is our culture	Embed this culture into forthcoming learning model	Board sight of this behaviour in formal and informal settings
The board can state with confidence that workers know how to speak up; do so with confidence and are treated fairly.	Strong evidence that this is our culture	Continued surveys to ensure confidence is true in each part of the Trust	Survey data

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
Leaders are clear about their role and responsibilities			
The trust has a named executive and a named non-executive director responsible for speaking up and both are clear about their role and responsibility.	Audit Chair and Chief Executive	Relevant training as required	Part of appraisal process
They, along with the chief executive and chair, meet regularly with the FTSU Guardian and provide appropriate advice and support.	Chief Executive meets FTSU guardian. Non- executive access to be created.	As left	Notes as appropriate.
Other senior leaders support the FTSU Guardian as required.	Happens now	More structured HR access	Notes as appropriate.
Leaders are confident that wider concerns are identified and managed			
Senior leaders have ensured that the FTSU Guardian has ready access to applicable sources of data to enable them to triangulate speaking up issues to proactively identify potential concerns.	IQPR data and JCNC data visible	Work on a specific FTSU dataset if team identify one	n/a

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
The FTSU Guardian has ready access to senior leaders and others to enable them to escalate patient safety issues rapidly, preserving confidence as appropriate.	No evidence of barriers presently	Ongoing discussion on some the themes raised to the FTSUG's would be beneficial	Anonymised case studies
Leaders receive assurance in a variety of forms			
Workers in all areas know, understand and support the FTSU vision, are aware of the policy and have confidence in the speaking up process.	This is evidenced by survey results	Continued work to support Staff Networks to provide advocacy and advice FTSUG to use data / case studies to promote speaking in certain areas'	
Steps are taken to identify and remove barriers to speaking up for those in more vulnerable groups, such as Black, Asian or minority ethnic (BAME), workers and agency workers	"Bawa Garba" form evidences extant commitment to this	Specific surveys of volunteers, students and other 'involved' but distant groups FTSUG's to link with staff trust networks more	Data on FTSU cut by protected characteristic

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Speak up issues that raise immediate patient safety concerns are quickly escalated	Trust has specified routes to do this	Register of SU/WB concerns to be maintained via Safeguard	
Action is taken to address evidence that workers have been victimised as a result of speaking up, regardless of seniority	Clear how this is done in policy, and evidence of being used	Continued dialogue via FTSU and JCNC Case studies – anonymous for those who still feel unable to raise	Annual analysis of grievance and DaW cases involving victimisation claim
Lessons learnt are shared widely both within relevant service areas and across the trust	To be addressed in learning model	More determined implementation of revised incident policy FTSUG themes to be shared	Learning Alerts
The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented	Seek best practice from elsewhere on how this is best done	To be determined Currently information goes to NGO each quarter – opportunity to collectively review cases in a safe &	As left

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
		confidential forum.	
FTSU policies and procedures are reviewed and improved using feedback from workers	Ongoing	Bi-annual review of policy	As left
The board receives a report, at least every six months, from the FTSU Guardian.	Bi-annual FTSU reports from the Guardians to be presented to the Board	As left	As left
Leaders engage with all relevant stakeholders			
A diverse range of workers' views are sought, heard and acted upon to shape the culture of the organisation in relation to speaking up; these are reflected in the FTSU vision and plan.	Speak Up Day brand to be maintained	Consider how best to do this with Staff Network leaders and CLE Aim to collate common themes that come to the FTSUG	Full disclosure to Board of comments made on policy
Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHS Improvement.	Covered under duty of candour	Consider Speak Up dataset being shared / & or case studies	n/a

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Discussion of FTSU matters regularly takes place in the public section of the board meetings (while respecting the confidentiality of individuals).	That is current practice –	As left Regionally it is common practice for a FTSUG to attend Board & present	As left
The trust's annual report contains high level, anonymised data relating to speaking up as well as information on actions the trust is taking to support a positive speaking up culture.	Data on current cases to be considered for inclusion	Maintain current approach to publicising work done under Speak Up FTSUG's could produce summary of themes / case studies	n/a
Reviews and audits are shared externally to support improvement elsewhere.	Learning widely shared inside the Trust	Repository being created within governance function	
Senior leaders work openly and positively with regional FTSU Guardians and the National Guardian to continually improve the trust's speaking up culture	To date limited opportunity to do this but it would be welcome	n/a Opportunity for SWBH to host a regional FTSU meeting Regional feedback suggest that FTSUG's have better	n/a Expectation that a FTSUG attends the regional meetings & offers feedback

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
		links with NED's & HR	
Senior leaders encourage their FTSU Guardians to develop bilateral relationships with regulators, inspectors and other local FTSU Guardians	This happens Good links with regional network	n/a	n/a
Senior leaders request external improvement support when required.	This happens	n/a	n/a
Leaders are focused on learning and continual improvement			
Senior leaders use speaking up as an opportunity for learning that can be embedded in future practice to deliver better quality care and improve workers' experience.	Demonstrated via Speak Up days etc	Part of Group **we**connect programmes to evidence localised next steps	As left
Senior leaders and the FTSU Guardian engage with other trusts to identify best practice.	Need to develop paired learning model – opportunity to do this via regional network	As left	To be determined

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Executive and non-executive leads, and the FTSU Guardian, review all guidance and case review reports from the National Guardian to identify improvement possibilities.	Not yet in place on case review	Establish process by which to do this FTSUG could be responsible for reading case reviews and disseminating any local learning	As left
Senior leaders regularly reflect on how they respond to feedback, learn and continually improve and encourage the same throughout the organisation.	Part of CLE workplan	Quarterly review within CLE	As left
The executive lead responsible for FTSU reviews the FTSU strategy annually, using a range of qualitative and quantitative measures, to assess what has been achieved and what hasn't; what the barriers have been and how they can be overcome; and whether the right indicators are being used to measure success.	Covered in this strategy	As left	As left
The FTSU policy and process is reviewed annually to check they are fit for purpose and realistic; up to	Covered above in plan	As left	As left

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
date; and takes account of feedback from workers who have used them.			
A sample of cases is quality assured to ensure: • the investigation process is of high quality; that outcomes and recommendations are reasonable and that the impact of change is being measured • workers are thanked for speaking up, are kept up to date though out the investigation and are told of the outcome • Investigations are independent, fair and objective; recommendations are designed to promote patient safety and learning; and change will be monitored	Covered above in plan NGO has clear advice for the FTSUG regarding supporting the person after speaking up & expecations	As left	As left
Positive outcomes from speaking up cases are promoted and as a result workers are more confident to speak up.	Part of learning model	Consider how to profile within Heartbeat	

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Individual responsibilities			
Chief executive and chair			
The chief executive is responsible for appointing the FTSU Guardian.	This is our practice	n/a	n/a
The chief executive is accountable for ensuring that FTSU arrangements meet the needs of the workers in their trust.	This is understood and demonstrated	Test through delivery of this vision	Feedback from guardians and convenor
The chief executive and chair are responsible for ensuring the annual report contains information about FTSU.	This is our practice	n/a	See annual report!
The chief executive and chair are responsible for ensuring the trust is engaged with both the regional Guardian network and the National Guardian's Office.	This is delegated to the Director of Governance	n/a	Feedback from national team

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
Both the chief executive and chair are key sources of advice and support for their FTSU Guardian and meet with them regularly.	This could happen more consistently	n/a	Feedback from guardians
Executive lead for FTSU			
Ensuring they are aware of latest guidance from National Guardian's Office.	This is current practice	Develop governance team to carry forward FTSU mentality as part of learning model	Review within PDR
Overseeing the creation of the FTSU vision and strategy.	This is current practice	Link projects and initiatives to strategy and deliverables in 2018-19	Review within PDR
Ensuring the FTSU Guardian role has been implemented, using a fair recruitment process in accordance with the example job description and other guidance published by the National Guardian.	This has happened	Develop FTSU pipeline for upcoming talent – Regionally other trusts are appointing FTSU ambassadors or champions	Review within PDR
Ensuring that the FTSU Guardian has a suitable amount of ring fenced time and other resources and	This needs review	Examine during Q4 2018-19	To be confirmed

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there is cover for planned and unplanned absence.			
Ensuring that a sample of speaking up cases have been quality assured.	This will form part of 2019-20 audit programme	As left	As left
Conducting an annual review of the strategy, policy and process.	This is current practice	Due 10-19	n/a
Operationalising the learning derived from speaking up issues.	This will form a big part of the Learning Model	As left	To be confirmed when model approved
Ensuring allegations of detriment are promptly and fairly investigated and acted on.	This is current practice	Continue For the FTSUG to provide examples (if appropriate / anonymous) whereby staff have not felt able to raise allegations of detriment after speaking up	n/a

Self review indicator (Aligned to well-led KLOEs)	To what extent is this expectation being met?	What are the principal actions required for development?	How is the board assured it is meeting the expectation? Evidence
Providing the board with a variety of assurance about the effectiveness of the trust's strategy, policy and process.	This is current practice but will be augmented through the learning from the national office		
Non-executive lead for FTSU			
Ensuring they are aware of latest guidance from National Guardian's Office.	This is current practice	n/a	Test within appraisal
Holding the chief executive, executive FTSU lead and the board to account for implementing the speaking up strategy.	The Chairman undertakes this role supported by the audit chair	Consider how a challenge process could be created within ARM	n/a
Robustly challenge the board to reflect on whether it could do more to create a culture responsive to feedback and focused on learning and continual improvement.	This is the responsibility of the whole Board	Implement **we**connect programme	n/a
Role-modelling high standards of conduct around FTSU.	This is current practice	n/a	n/a

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Acting as an alternative source of advice and support for the FTSU Guardian.	This needs development	Create access opportunities	n/a
Overseeing speaking up concerns regarding board members.	This is current practice	n/a	n/a
Human resource and organisational development directors			
Ensuring that the FTSU Guardian has the support of HR staff and appropriate access to information to enable them to triangulate intelligence from speaking up issues with other information that may be used as measures of FTSU culture or indicators of barriers to speaking up.	This is current practice but can be improved.	Need to document respective role of POD and FTSU teams	
Ensuring that HR culture and practice encourage and support speaking up and that learning in relation to workers' experience is disseminated across the trust.	This is covered on our suite of policies	Revisit dignity at work approach Implement new mediation model	

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Ensuring that workers have the right knowledge, skills and capability to speak up and that managers listen well and respond to issues raised effectively.	This is part of induction and the TNA	There is work to do to make sure this happens in every team FTSUG could offer support to this process too	Consider what data could be collated at team level
Medical director and director of nursing			
Ensuring that the FTSU Guardian has appropriate support and advice on patient safety and safeguarding issues.	Access presently assured	Briefing sessions on key patient safety activities Guardians to be invited to attend key committees	Feedback to be sought from FTSU guardians
Ensuring that effective and, as appropriate, immediate action is taken when potential patient safety issues are highlighted by speaking up.	This is covered in prior answers	As left	As left
Ensuring learning is operationalised within the teams and departments that they oversee.	Teams led by COO	Work to ensure corporate functions understand role of guardians	Part of QIHD work FTSUG increased visibility