

Freedom to Speak Up self-review tool for Sandwell and West Birmingham NHS Trust

Self review indicator (Aligned to well-led KLOEs)	How is the board assured it is meeting the expectation? Evidence	What will be done?	By who and when?
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.	Speak Up days and the action plans that follow from that, as well as discussions within the Board	Use September 11th Speak Up day to launch a shared vision for Speaking Up in our Trust. This will include anonymised Case Studies from 2017 and 2018.	Kam Dhami and Ruth Wilkin, working with Group leads and FTSU - March 2020
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.	Feedback from both processes and weconnect anonymised survey of employee attitudes	Use Accredited Manager programme to undertake Speak Up simulation work	Raffaella Goodby – - March 2020
Senior leaders can describe the part they played in creating and launching the trust's FTSU vision and strategy.	Test penetration via 2019 leadership conference feedback	We will test this within Well-Led developmental review in Q3 after the 11/09/19 launch	Toby Lewis - December 2019
There is a clear FTSU vision, translated into a robust and realistic strategy that links speaking up with	Test penetration via 2019 leadership	<i>This duplicates the above three entries</i>	

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patient safety, staff experience and continuous improvement.	conference feedback		
There is an up-to-date speaking up policy that reflects the minimum standards set out by NHS Improvement.	Test penetration via 2019 leadership conference and weconnect anonymised survey	Policy will come to the July Trust Board for approval	Kam Dhami – June 2019
Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.	Routine Board reporting from January 2019.	Create a sample of KPIs with senior staff	Kam Dhami – October 2019
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.	Board discussions on how to adopt and adapt FTSU model	Use August CLE to prepare for 11/09/19 speak up day and discuss group-led case studies of good practice within their directorates	GDOPs – August 2019
They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of	Public debate over Never Events and other routine	Deliver welearn implementation plan as proposed to Board in June 2019	Kam Dhami

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continuous improvement, openness and honesty.	publication of data of concern		– March 2020
Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.	Employee feedback during Board visits	Use Heartbeat to give more telegraphed publicity to feedback successes	Ruth Wilkin – October 2019
Senior leaders model speaking up by acknowledging mistakes and making improvements.	Board sight of this behaviour in formal and informal settings	To be developed through welearn programme but also through implementation for the Manager’s Code of Conduct	Toby Lewis – January 2020
The board can state with confidence that workers know how to speak up; do so with confidence and are treated fairly.	Survey data	Undertake structured surveys as part of weconnect programme	Ruth Wilkin – March 2020
The trust has a named executive and a named non-executive director responsible for speaking up and both are clear about their role and	Part of appraisal process	Finalise role specification for non-executive role	Kam Dhami – September 2019

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responsibility.			
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	Data on FTSU cut by protected characteristic	Formal review of barriers to speaking up in protected characteristic groups via Staff Networks	Raffaella Goodby – November 2019
Speak up issues that raise immediate patient safety concerns are quickly escalated		Create single register of concerns raised backdated to 01/04/19	Kam Dhani – August 2019
Action is taken to address evidence that workers have been victimised as a result of speaking up, regardless of seniority	Annual analysis of grievance and DaW cases involving victimisation claim	Review existing grievances and DOW cases back to April 2018 to identify evidence and risk	Raffaella Goodby – October 2019
Lessons learnt are shared widely both within relevant service areas and	Learning Alerts	Repeats item above about welearn	

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across the trust			
The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented	As left	Specifically audit in Q 19-20 a sample of cases by reference to the July 2019 policy	Marie Perry (via audit function) – March 2020
Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHS Improvement.	n/a	Once KPIs above devised then will be added to IQPR in H2	Dave Baker – October 2019
Reviews and audits are shared externally to support improvement elsewhere.		Part of welearn programme	Kam Dhani – September 2019
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.	As left	This replicates actions cited above	

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Senior leaders regularly reflect on how they respond to feedback, learn and continually improve and encourage the same throughout the organisation.	As left	Is already considered within PDR process. Is it feasible to sample audit?	TBD
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.	As left	This replicates other items cited above	Kam Dhami
The FTSU policy and process is reviewed annually to check they are fit for purpose and realistic; up to date; and takes account of feedback from	As left	Will be organised for Q1 2020-21	Kam Dhami – July 2020

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workers who have used them.			
A sample of cases is quality assured to ensure: <ul style="list-style-type: none"> • 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 	As left	Reference audit item above	

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learning; and change will be monitored			
Positive outcomes from speaking up cases are promoted and as a result workers are more confident to speak up.		Duplicate of publicity items above	
Ensuring that a sample of speaking up cases have been quality assured.	As left	Duplicate of items cited above	
Conducting an annual review of the strategy, policy and process.	n/a	Duplicate of items cited above	
Operationalising the learning derived from speaking up issues.	To be confirmed when model approved	Duplicate of items cited above	
Ensuring allegations of detriment are promptly and fairly investigated and acted on.	n/a	Duplicate of actions cited above	

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Providing the board with a variety of assurance about the effectiveness of the trust's strategy, policy and process.			
Ensuring that HR culture and practice encourage and support speaking up and that learning in relation to workers' experience is disseminated across the trust.		We will review the success of the mediation model at the end of 2019-20	Raffaella Goodby – April 2020
Ensuring that workers have the right knowledge, skills and capability to speak up and that managers listen well and respond to issues raised effectively.	Consider what data could be collated at team level	We will review what material and practical tools could be offered within the induction process	Raffaella Goodby – September 2019
Ensuring that effective and, as appropriate, immediate action is taken when potential patient safety issues	As left	This duplicates actions cited above	

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are highlighted by speaking up.			
Ensuring learning is operationalised within the teams and departments that they oversee.	Part of QIHD work	This duplicates actions cited above	