

Report Title	Speak Up Scorecard		
Sponsoring Executive	Kam Dhimi, Director of Governance		
Report Author	Kam Dhimi, Director of Governance		
Meeting	Public Trust Board	Date	7 th November 2019

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

From previous reports and discussions, the Board is aware of the many ways in which colleagues can raise concerns at work, including via one of our six FTSU Guardians. The Executive has widely publicised how colleagues can speak up and encouraged them to do so without fear of reprisal. Our Speak Up Days have become an established feature in the Trust's corporate calendar and provide an opportunity to reach out to front-line staff, in particular, to hear about their experiences and receive valuable feedback.

From the intelligence gained it is clear that many areas have an open and transparent culture where colleagues feel empowered to raise concerns with the confidence that these will be acted upon, but this is not consistent across the organisation. The Speak Up Scorecard is intended to complement existing mechanisms and flag where managers and staff may require additional support to create an environment where it is safe to speak up, always.

2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan	<input type="checkbox"/>	Public Health Plan	<input type="checkbox"/>	People Plan & Education Plan	<input type="checkbox"/>
Quality Plan	<input type="checkbox"/>	Research and Development	<input type="checkbox"/>	Estates Plan	<input type="checkbox"/>
Financial Plan	<input type="checkbox"/>	Digital Plan	<input type="checkbox"/>	Other <i>[specify in the paper]</i>	<input type="checkbox"/>

3. Previous consideration *[where has this paper been previously discussed?]*

Trust Board: October 2018, June 2019 and August 2019

4. Recommendation(s)

The Trust Board is asked to:

- a. **COMMENT** on the new Speak Up scorecard
- b. **SUPPORT** presentation of the Speak Up scorecard quarterly at the Q&S Committee

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register		n/a				
Board Assurance Framework		n/a				
Equality Impact Assessment	Is this required?	Y	<input type="checkbox"/>	N	<input checked="" type="checkbox"/>	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y	<input type="checkbox"/>	N	<input checked="" type="checkbox"/>	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Trust Board: 7th November 2019

Speak Up Scorecard

1. Background

- 1.1 The Board discussed our Speak Up strategy in December 2018 and June 2019. Within those discussions we agreed that a “red flag” scorecard might assist in determining areas of under reporting and departments that could be hot spots. This report comprises data over six months, routinely the scorecard will go to Quality and Safety on a quarterly basis. Prior to that it will be discussed at the Clinical Leadership Executive.
- 1.2 There are some data nuances within the report. Not every department was subject to a **we**connect survey in the period reported. The FTSUG team are working with me on how their data is best held and presented. Our new Star of the Week competition commences at the beginning of November. Notwithstanding that, the report gives an indication of local activity.

2. Interpretation

- 2.1 The data on our workforce from item 7 onwards presents a picture familiar to the Board in other data settings.
 - It is worth noting how few formal cases are being progressed under dignity at work, grievance and conduct proceedings. The Casework Investigation Unit has been reinvigorated over recent months with new leadership and data for that unit is being reported both in the Chief Executive’s Corporate Review with the People and OD department, in relevant CLE and in Board committees. That refresh will include addressing cases pending or diverted from formal into informal processes and whether that activity elongates the experience of investigation.
 - Data on the nature and reasons for external staff exit, across retirement and resignation, is being reviewed under the forthcoming Retention Plan due back to the Board in January. Exits in Medicine and Emergency Care and in Anaesthesia, CCS and Pain appear slightly above the rate for the rest of the Trust
- 2.2 Incident reporting and SI data is covered in another Board paper. The data here suggests that the SI rate is higher outside Emergency Care, consistent with their reports being dominated by issues of security and violence. The 34 ‘query’ SIs in iCares relate to the issue of pressure damage pre categorisation. The only directorates with ostensibly low incident reporting rates could be considered to be ambulatory therapies and community medicine.

- 2.3 Generally our **weconnect** engagement scores are rising and are above the NHS average of 3.7. Response rates vary, and are notably lower in medicine and emergency care. The use of FTSUG guardians appears biased towards PCCT, which is the home team for three of our guardians. As we take the scorecard forward we will consider whether there is a pattern of under-use of guardians in surgery and in medicine, and we will cross reference with Trade Union colleagues to consider whether such staff have a converse preference for their support and service.

3. Next steps

- 3.1 At this stage I am not suggesting a suite of additional actions, beyond considering the lower rates of speak up in some bed holding inpatient areas, and the possible lower rates of incident reporting in outpatient based disciplines. The scorecard will be made widely available and we will look to raise awareness that the data is 'used' and that that is another reason to raise concerns.
- 3.2 The Clinical Group Reviews in November will discuss with each leadership team their work to raise this awareness and to ensure that all routes of speaking up are understood and supported. A new development is that from this month it will be possible to raise a speak up concern electronically via Safeguard directly with a FTSU Guardian at a time that suits the employee.

4. Recommendations

- 4.1 The Trust Board is asked to:
- a. **COMMENT** on the new Speak Up scorecard
 - b. **SUPPORT** presentation of the Speak Up scorecard quarterly at the Q&S Committee

Kam Dhami
Director of Governance

1st November 2019

Annex 1: Speak Up Scorecard: April – September 2019

Indicator	a. Estates b. People & OD c. Strategy & Governance d. Operations e. Corporate Nursing f. Finance g. MDO	Emergency Care	Admitted Care A+B	Specialist Surgery	Trauma & Orthopaedics	Theatres	Anaesthetics, Critical Care & Pain	Ophthalmology	Gynaecology, Gynae-Oncology	Maternity, Health Visiting & Perinatal Medicine	Paediatrics	Ambulatory Therapies & End of Life Care	iBeds	iCares	Community Medicine	Diagnostic Imaging	Interventional Radiology	Nuclear Medicine & Radiopharmacy	Breast Screening
7. Short term sickness cases	882	493	662	222	203	256	175	148	33	313	214	153	237	159	67	125	8	8	29
8. Long term sickness cases	414	120	194	79	87	93	47	30	18	162	128	212	58	63	39	42	0	2	8
9. Dignity at work cases	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10. Grievances	2	1	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-
11. Conduct cases	5	4	2	2	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
12. External staff exits	111	63	68	26	24	16	30	33	15	29	42	9	36	13	22	18	1	4	4
13. Shout Outs	123	18	34	-	10	-	10	2	5	29	8	14	6	3	13	5	-	-	-
14. Star of the week nominations (launched in 11/2019)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current headcount	1748	584	819	368	241	274	264	276	105	444	417	262	318	296	169	183	10	23	51