

Freedom to Speak Annual Update to Board

3 December 2018

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Agenda Item No: 11.1

Trust Board Report

Meeting Date:	3 rd December 2018
Title:	Freedom to Speak Annual Update to Board
Executive Summary:	<p>This report provides a summary of the 12 months (October, 2017-October 2018) of the actions and objectives that the Guardian has worked towards. The report outlines;</p> <ul style="list-style-type: none"> ○ FTSU Achievements from October 2017-2018 ○ Reports on the cases that have been recorded and monitored through the FTSU Guardian ○ The Achievements and Next Steps of FTSU for RWT
Action Requested:	To Note and approve next steps/action for 2019
For the attention of the Board	Data presented throughout the report is based on staff speaking up to the FTSU Guardian, Contact Links and referred to FTSU Guardian
Assure	Assurance is based on the the Freedom to Speak Up Data presented throughout the report, recorded and monitored by the FTSU Guardian Appendix 1 Completion of the FTSU Self Review Tool and the FTSU Improvement Plan
Advise	Data presented on <i>themes of concerns</i> reported to FTSU Guardian
Alert	n/a
Author: Contact Details:	Freedom to Speak Up Guardian; Neelam Mehay Neelam.mehay1@nhs.net
Links to Trust Strategic Objectives	<p>Trust Objectives</p> <ul style="list-style-type: none"> • To improve the culture of compassion, safety and quality in every department and service we offer • To have an effective, well integrated organisation which operates efficiently • To attract, retain and develop all employees and improve employee engagement year on year.
Resource Implications:	None
CQC Domains	<p>Safe: patients, staff and the public are protected from abuse and avoidable harm. Effective: care, treatment and support achieves good outcomes, helping people maintain quality of life and is based on the best available evidence. Caring: staff involve and treat everyone with compassion, kindness, dignity and respect. Responsive: services are organised so that they meet people's needs. Well-led: the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.</p>
Equality and Diversity Assessment	Freedom to Speak and all activities involved will ensure that Equality and Diversity and Inclusiveness are embedded in the workforce. Protected Characteristics of staff raising concerns will be monitored by the Freedom to Speak Up Monitoring Form
Risks: BAF/ TRR (describe risk and current risk score)	

Public or Private: (with reasons if private)	Public
Other formal bodies involved:	no
References: (eg from/to other committees)	n/a
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> • Equality of treatment and access to services • High standards of excellence and professionalism • Service user preferences • Cross community working • Best Value • Accountability through local influence and scrutiny

1 12 Months of Freedom to Speak Up at RWT: October 2017-18

Freedom to Speak Up at The Royal Wolverhampton NHS Trust has taken a positive journey these last 12 months. RWT have been working towards a culture of speaking up within a safe environment and ensuring that speaking up is business as usual across the Trust. Freedom to Speak Up and the FTSU Guardian have had a successful year, below are an outline of some of the achievements;

- Significant Assurance received from the recent Internal Freedom to Speak Up Audit, September 2018, completed by Grant Thornton
- The Trust Board have completed the National Guardian Office and NHS Improvement, Self-Assessment and Review Tool, May 2018 with a Trust wide improvement action plan (please see appendix 1)
- RWT now have a Vision and Strategic objectives derived by the Trust Board (please see appendix 2)
- The FTSU Guardian with Non-Executive leadership support, recruited 4 New Champions to join the volunteer pool of Contact Links
- FTSU Guardian co-ordinated a FTSU Training Session using recently trained National Guardian Office Trainers to refresh and train RWT Contact Links
- A Survey Monkey has been created to ensure Feedback is generated from staff who have spoken up to the FTSU Guardian and Contact Links as an evaluation tool of services provided to staff
- The Raising Concerns Policy and Process has been updated to ensure alignment with National Guidance and recommendations suggested from staff and managers who have used the policy have been taken into consideration, ensuring feedback to the reporter is key when staff speak up, including a managers guide to when staff speak up
- Successful outcomes of concerns raised via
 - Datix
 - Anonymously to HR
 - FTSU Guardian
 - Contact Links.
- RWT held a successful campaign during national FTSU Awareness Week, with executive leadership support, organised a high profile external speaker for FTSU: Helene Donnelley for staff at Cannock Hospital and conducted a further FTSU Poll with over 1000 replies compared with approx. 500 March 2017

Freedom to Speak Up Oct 2017-2018 Data

The Freedom to Speak Up Guardian has received 56 Speaking Up Concerns between October 2017 and October 2018.

45 raised directly with –Freedom to Speak Up Guardian, 32% increase from last year

11 raised directly with – Contact Links, 22% increase from last year

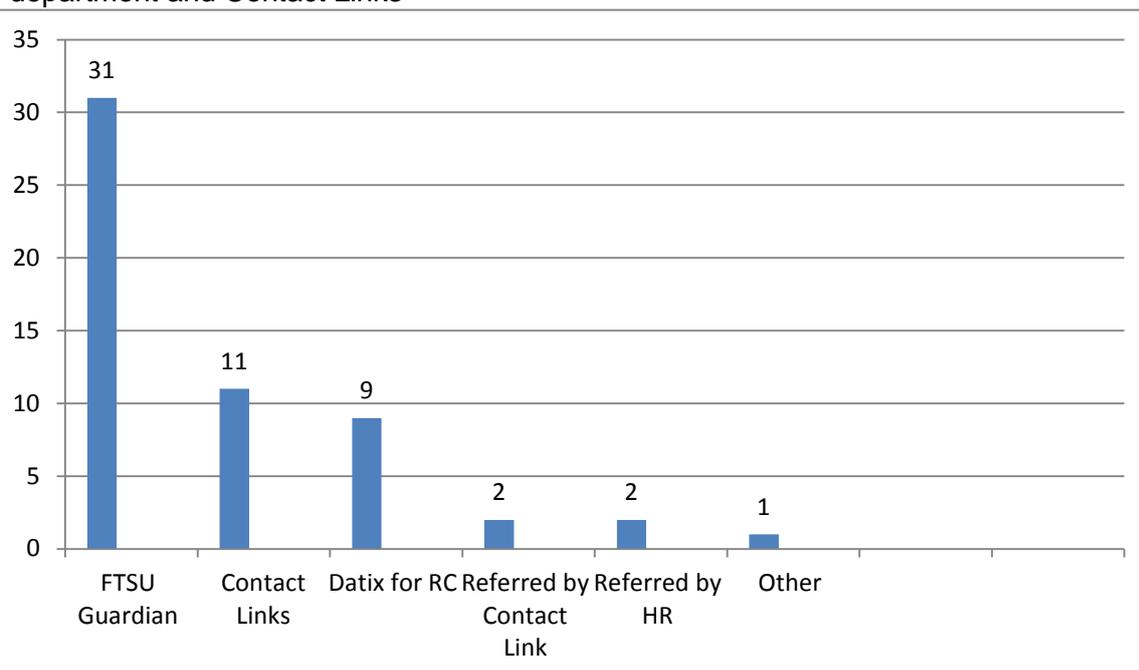
Total of 56 Speaking Up cases which is a 44% increase from last year

It is pleasing to see that there has been an increase in Freedom to Speak Up cases to both the Freedom To Speak Up Guardian and Contact Links compared with last year. This suggests that more staff are willing to come forward and speak up about issues within the work place.

The following is a breakdown of data the Freedom to Speak Up Guardian has been recording and monitoring

How concerns were received

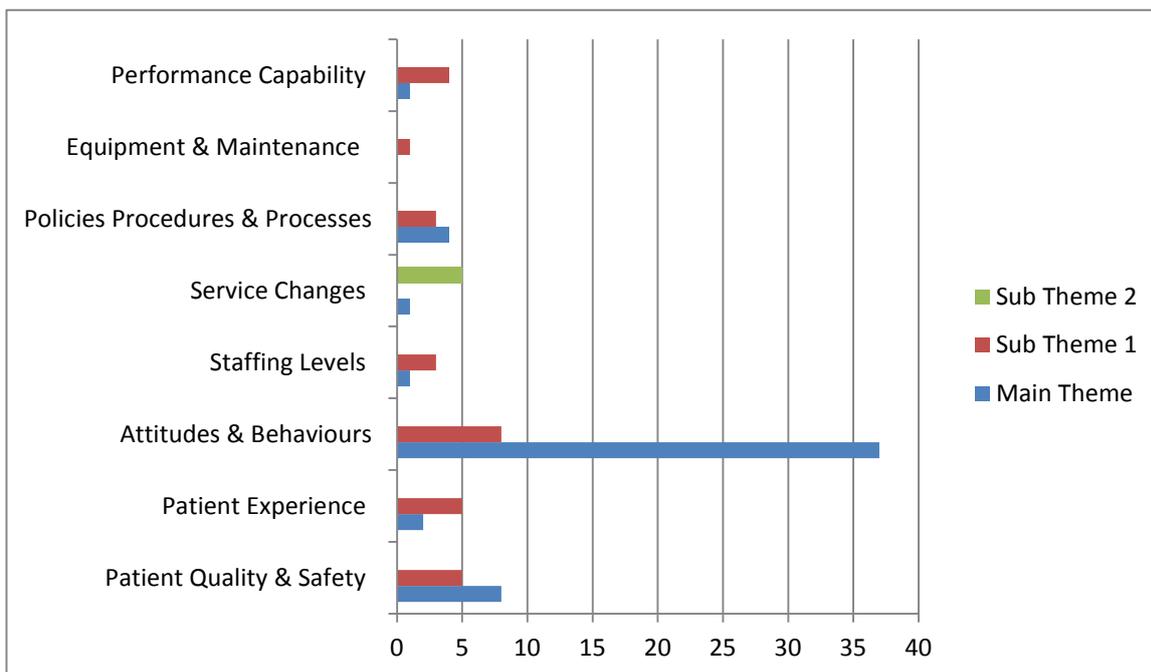
Below is a table to demonstrate how the FTSU Guardian has received speak up concerns from staff. The majority of concerns have directly been raised with the FTSU Guardian, however referrals from other sources have begun to take place, for example from the Human Resources department and Contact Links



National Data is collected by the National Guardian Office however the National Guardian Office have requested for data not to be used for benchmarking purposes. In comparison of the number of concerns raised against Trust of similar employee size RWT are averaging well in the number of concerns received.

Furthermore, the FTSU West-Midlands Regional Networks have been beneficial in sharing and comparing FTSU Guardian roles, sharing good practice and joint working across the networks. RWT have benefited from regional Trained FTSU Guardians and inspirational FTSU Guardian leaders such as Helene Donnelly, who came and spoke to staff at Cannock Hospital.

Themes of Speaking Up



Attitudes and Behaviours consistently remain as the main theme for Speaking Up. This has been a common trend over the last 24 months of speaking up at RWT and is reflective of FTSU data nationally. Data here reflects that of our latest National Staff Survey 2017 whereby there has been an increase in KF27. % of staff/colleagues reporting most recent experience of harassment, bullying or abuse. The HOD for Workforce and the FTSU Guardian will be working in partnership to address attitudes and behaviours within the workplace using organisational development interventions.

Divisional Break Down

Below is a breakdown of concerns received by FTSU Guardian or Guardian has been made aware of by Division, between Oct 2017-Oct 2018. Figure 1 shows the raw numbers of staff speaking up and raising concerns. Division 1 have been speaking up the most however, Figure 2 shows in relation to size of Division the Corporate Division are speaking up relatively more so based on staff size of the division.

Figure 1: Raw Data per Division

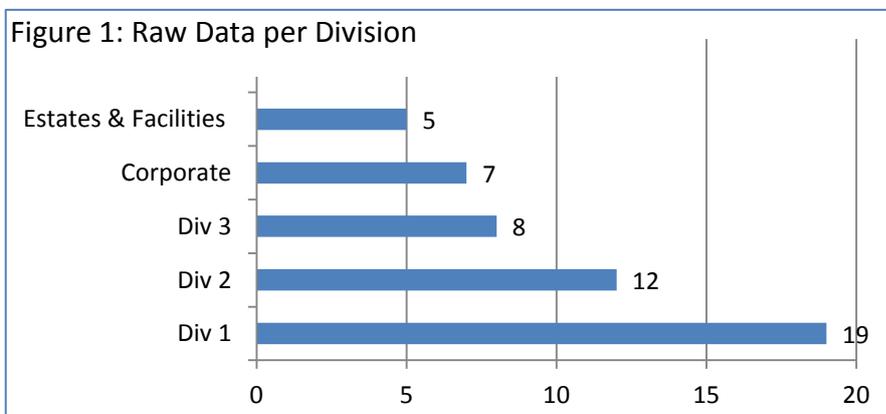
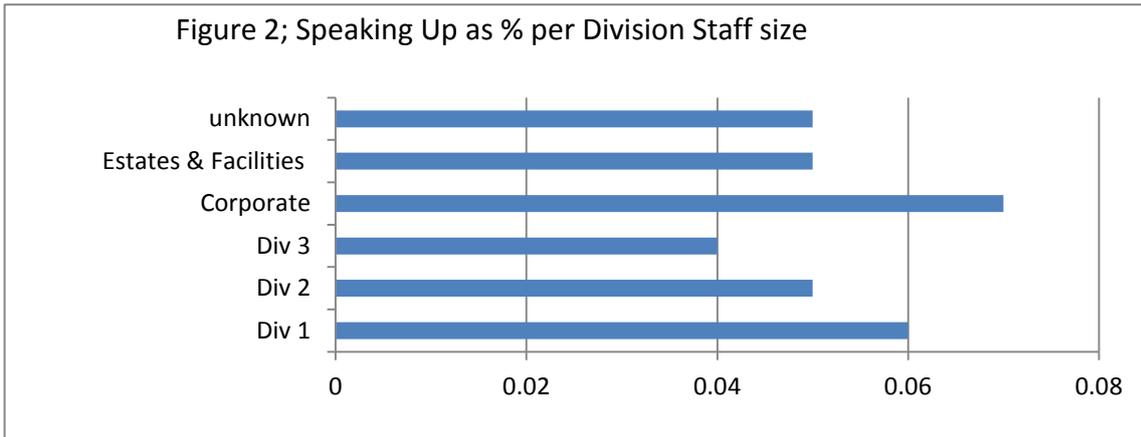
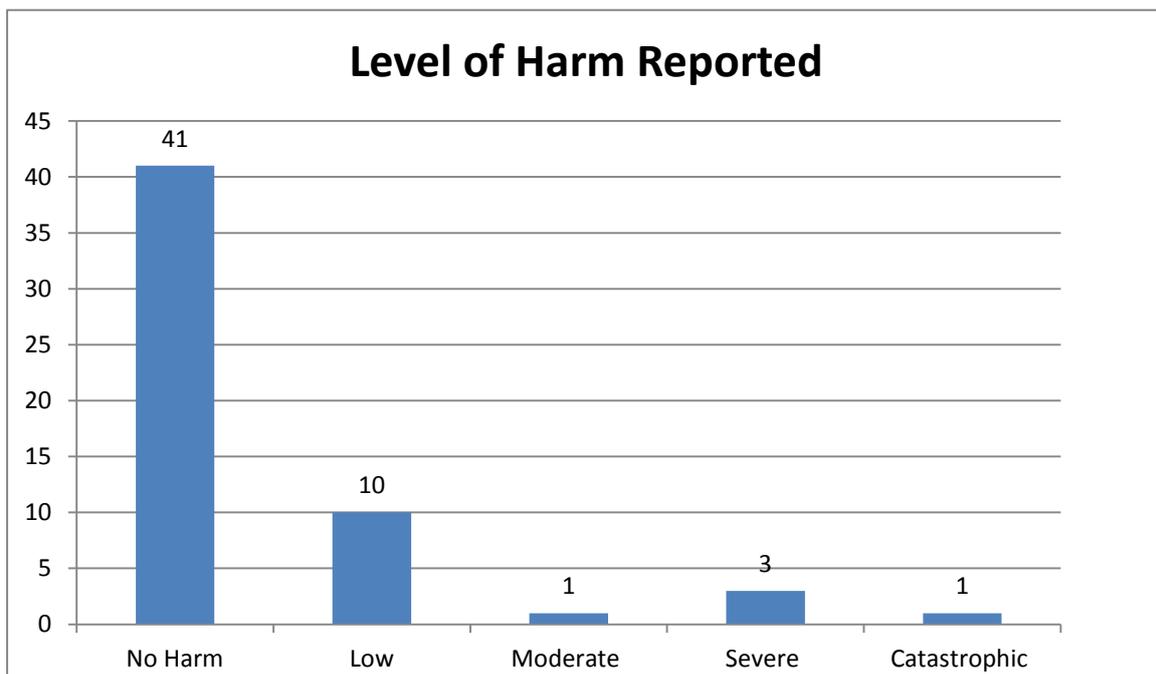


Figure 2; Speaking Up as % per Division Staff size



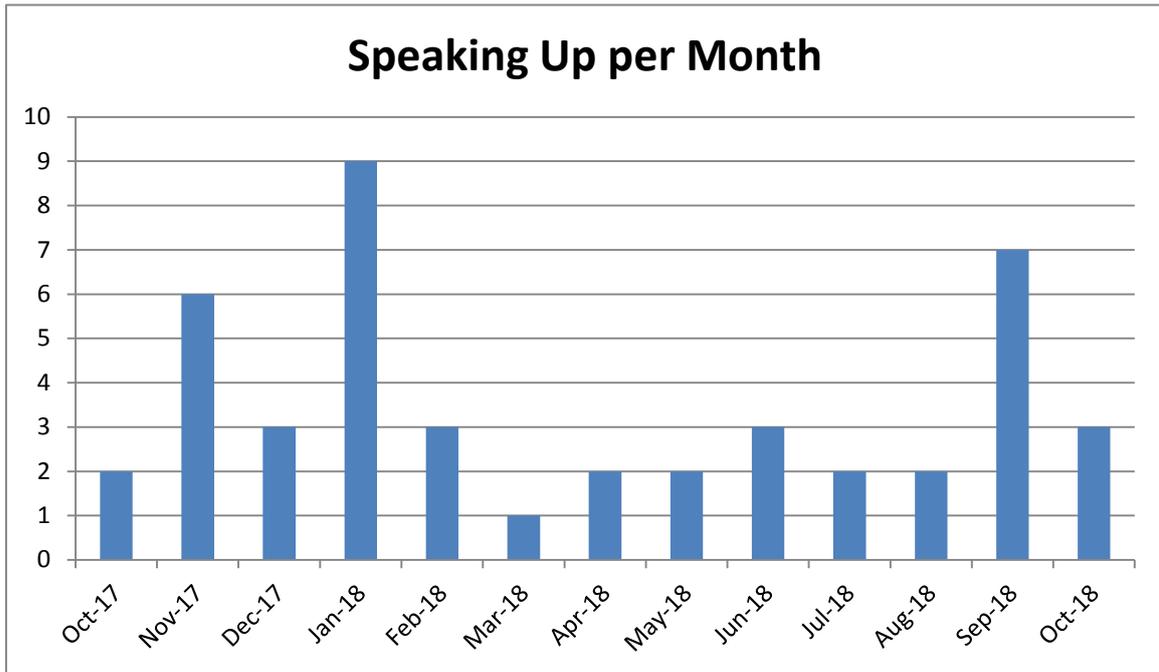
Level of Harm

Below is chart showing the level of harm the Guardian or staff member has perceived when raised by staff member. The majority of concerns raised are perceived as no harm. Cases recorded as Catastrophic and Severe Harm have been escalated to the relevant executive leads.



Speaking Up By Month

Here is a breakdown of the number of concerns raised each month. Where there has been a spike at month January and September, this has been in relation to teams coming forward to speak up about the same matter which has been advised by the National Guardian Office to be recorded individually.



Routes through which concerns have been referred onto



It has been encouraging to see that where the FTSU Guardian has referred speaking up concerns to Line managers, Department Managers or the Executives the concerns have been well received and acted upon in a timely manner. Feedback to staff and teams has also been seen as priority, ensuring staff and teams are informed of the actions, outcomes and updates resulting from speaking up.

The table above also demonstrates a high number of concerns referred to Department Managers, this is because often staff have already spoken up to Line Managers or their issue directly involves or is about the line manager.

Feeling safe to speak up

Below are two charts demonstrating *how confident or safe staff feel when speaking up*. The majority of staff feel safe speaking up however there is a growing number of staff wishing to speak up in confidence to the FTSU Guardian. Last year no staff member had requested to speak up in confidence compared with 23% of staff requesting their personal data not to be identifiable.

The Guardian has also observed an increase these last 6 months of the number or anonymous concerns raised directly onto the *Datix-For Raising Concerns*. The Freedom to Speak Up Guardian will be monitoring and recording this trend over the next year and will use data collected from the October 2018 FTSU Survey to further explore how staff feel about speaking up in the organisation.

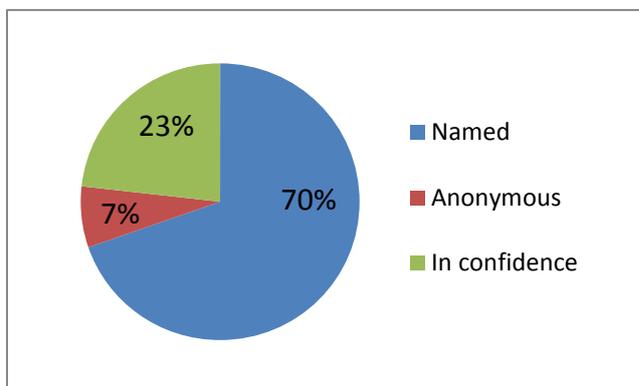


Figure 1: 2018 Staff Speaking Up to FTSU Guardian

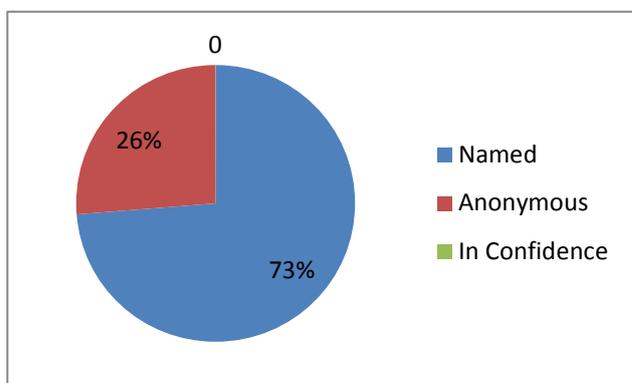


Figure 2: 2017 Staff Speaking Up to Guardian

The next year for Freedom to Speak will require a more focused approach and to deliver against the following actions

- **FTSU Survey Results**

The October, 2018 Speak Up Campaign has generated a wealth of data and feedback. There have been approx. 1,500 responses to the FTSU 5 Question Survey. This data will now need to be analysed and presented to the Trust Board. Survey was conducted using an online intranet Poll and paper copies

- **Internal Freedom to Speak Up Audit**

Significant Assurance was received through the Internal Audit; *Compliance with Policies & Procedures Raising Concerns at Work (Freedom to Speak Up) September 2018*. A further 5 best practice recommendations have been made:

1. The FTSU Guardian should update the action plan to reflect new initiatives underway, and incorporate progress against this within updates to Trust Board. FTSU Guardian to update action plan
2. Given that FTSU is a relatively new initiative nationally, going forward the FTSU Guardian should consider inclusion of trend analysis and comparative data from the National Guardian Office within FTSU reports to Board.
3. The Trust should consider conducting a culture audit as part of its wider 'Every Voice Matters' initiative. The results of such an audit may help to inform, which areas and/or specific topics may require Trust attention to make staff feel safer when raising concerns.
4. With the appointment of new contact links the Trust has the opportunity to raise awareness of their role and to continue to remind staff of how they can raise concerns, procedures in place including feedback, to help to embed a culture of openness and trust across the divisions
The Trust should target groups with less easy access to the intranet on an on-going basis, to ensure that management have all the necessary information to cascade to these groups through regular staff briefings.
5. The 'Raising Concerns at Work' flowchart should be added to the FTSU Policy when it is next updated, and the flowchart itself should make reference to raising concerns on Datix to reflect existing policy inclusions in Appendix 1.

Reference to the 'Harassment and Bullying Policy' should be amended to 'Dispute Resolution Policy' when next updated.

- **Work towards the Self Review FTSU Improvement Action Plan**

- **Training Developments for RWT**

The FTSU Guardian will explore and plan against the training developments required for RWT with support of HOD for Workforce, Regional & National FTSU Leads.

- **FTSU & University of Wolverhampton**

FTSU Guardian to deliver FTSU Briefing sessions to the nursing students at the University of Wolverhampton

- **Regional FTSU Lead Role**

FTSU Guardian for RWT will be passing over the regional lead role to another Guardian in the West Midlands region from January 2019.
The FTSU Regional Networks will be aligned with NHSI and NHSE model of 7 Regions from 10. The region will be the Midlands & East FTSU Region.

Freedom to Speak Up self-review tool for NHS trusts and foundation trusts

May 2018

How to use this tool

Effective speaking up arrangements help to protect patients and improve the experience of NHS workers. Having a healthy speaking up culture is evidence of a well-led trust.

NHS Improvement and the National Guardian's Office have published a [guide](#) setting out expectations of boards in relation to Freedom to Speak Up (FTSU) to help boards create a culture that is responsive to feedback and focused on learning and continual improvement.

This self-review tool accompanying the guide will enable boards to carry out in-depth reviews of leadership and governance arrangements in relation to FTSU and identify areas to develop and improve.

The Care Quality Commission (CQC) assesses a trust's speaking up culture during inspections under key line of enquiry (KLOE) 3 as part of the well-led question. This guide is aligned with the good practice set out in the well-led framework, which contains references to speaking up in KLOE 3 and will be shared with Inspectors as part of the CQC's assessment framework for well-led.

Completing the self-review tool and developing an improvement action plan will help trusts to evidence their commitment to embedding speaking up and help oversight bodies to evaluate how healthy a trust's speaking up culture is.

	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			
1	Leaders are knowledgeable about FTSU			
1a	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.	The Board has comprehensive knowledge of FTSU and National Guardian Office - -Guidance -- Bulletins		<ul style="list-style-type: none"> • RWT have dedicated NED and Exec, supporting the FTSU Guardian • Senior Leaders are engaged with FTSU correspondence, guidance and frameworks • RWT FTSU Guardian presents Bi annual reports to Boar
1b	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.	Current FTSU Vision under Trust Values <i>Safe & Effective</i> <i>-Raising Concerns</i>	<ul style="list-style-type: none"> • Devise Trust Vision Promote/Develop Communications of key learning from speak up cases/ promoting value of speaking up	<ul style="list-style-type: none"> • FTSU Board Reports • FTSU Guardian regular meeting with relevant senior leaders • FTSU Guardian includes examples in FTSU briefing sessions • Briefing sessions/presentations from Exec to staff groups

				<ul style="list-style-type: none"> • FTSU webpages on intranet
1c	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.		Leadership Strategy under development –ensure speak up learning within	
1d	Senior leaders can describe the part they played in creating and launching the trust’s FTSU vision and strategy.	Senior Leaders have already been involved with campaign & recruitment	<ul style="list-style-type: none"> • TB to create vision and strategy at Trust Board Development <p>Further launch planned for Oct 2018</p>	<ul style="list-style-type: none"> • Oct 2016-external recruitment of FTSU Guardian role 2017 • March 2017 Senior Leaders involved with FTSU Launch and campaign • FTSU Trust Board Reports
2	Leaders have a structured approach to FTSU			
2a	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.	Currently FTSU has been embedded into other Trust Wide strategies	Devise FTSU Vision & Strategy	<ul style="list-style-type: none"> • currently vision sits with Trust Vision/Values • inclusion of FTSU and links to relevant strategies (see TB Report) • FTSU Guardian Action Plan • FTSU TB Report Data

2b	There is an up-to-date speaking up policy that reflects the minimum standards set out by NHS Improvement.	Complete		May 2018
2c	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.	In progress	<ul style="list-style-type: none"> • FTSU Strategy to include a range of stakeholders. TB to identify stakeholders 	
2d	Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.		<ul style="list-style-type: none"> • A measure to be identified and incorporated within the strategy 	Currently the Internal Audit is being undertaken to give both qualitative and quantitative measures
3	Leaders actively shape the speaking up culture			
3a	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.			FTSU Trust Board Report Trust Management Committee 1-1's with execs/non-exec SMB sessions Divisional level briefing sessions Matrons Forum

				Team/Group Leads sessions
3b	They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and honesty.		<p>These are three key areas of development which are currently incorporated in a range of strategies and reports. However the new FTSU strategy will help define and support the further development of three key areas</p> <ol style="list-style-type: none"> 1. Improve patient safety 2. Develop a culture of continuous improvement 3. Culture of openness and honesty 	<p>FTSU via Trust Board and TMC</p> <p><i>'A Strategy to Improve Patient Safety through Shared Learning 2017-19' included FTSU input</i></p> <p>FTSU Trust Board Reports</p> <p>Organisational Development Strategy</p> <p>CQC June 2018 Report – highlighted that Trust is 'Good' improving patient safety and continuous improvement</p> <p>Kirkup Inquiry - RWT Gap analysis report, July 2018 Report to TB</p>
3c	Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.		<p>Although opportunities are available engagement is varied</p> <p>Action- suggestion for improvements from TB Dev</p>	<p>Meet the Execs</p> <p>Exec Walk Abouts</p> <p>Sessions at diff sites</p> <p>Engagement workshops</p> <p>Interaction FTSU campaigns</p> <p>Senior Managers Briefings</p>

3d	Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.		<p>All senior leaders strongly support the FTSU Guardian and work in partnership supporting the Guardian as and when needed</p> <p>Action –FTSU Guardian to be put on new senior managers to trust list of people to meet during induction phase-to ensure all new senior managers are aware of the FTSU Guardian role</p>	<p>FTSU TBR-presents report in person</p> <p>FTSUG accountable to CEO</p> <p>FTSUG monthly 1-1 with HRD</p> <p>Requested meeting with Chairman/Non-exec</p> <p>Medical Director and Nursing Director supporting FTSU cases</p>
3e	Senior leaders model speaking up by acknowledging mistakes and making improvements.		Action –to model/showcase these examples whereby senior leaders have been involved in a speak up case	<p>Medical Director and Nursing Director supporting FTSU cases</p> <p>'A Strategy to Improve Patient Safety through Shared Learning 2017-19' included FTSU input</p>
3f	The board can state with confidence that workers know how to speak up; do so with confidence and are treated fairly.	Recent surveys have shown that this element needs improvement	<p>Action</p> <ul style="list-style-type: none"> • Repeat FTSU survey Oct 2018 • Include paragraph/statement in all RWT Job Description to support this 	<p>FTSU Internal audit 2018</p> <p>FTSU staff survey March 2017</p> <p>FTSU TB Reports</p> <p>Local Chat Back Survey & NHS Staff Survey</p> <p>FTSU Induction programme for</p> <ul style="list-style-type: none"> -Staff induction -Nurse Induction -Junior Doctors Induction

4	Leaders are clear about their role and responsibilities			
4a	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.	Alan Duffell HRD named exec Rosi Edwards Non-Exec Director		-identified that named exec is someone other than the CEO
4b	They, along with the chief executive and chair, meet regularly with the FTSU Guardian and provide appropriate advice and support.	David Loughton CEO Jeremy Vanes Chairman	Monthly 1-1 with HRD Quarterly with CEO At request of FTSU Guardian – Chairman and Non Exec	All execs named here are fully accessible to the FTSU Guardian
4c	Other senior leaders support the FTSU Guardian as required.		Action – <ul style="list-style-type: none"> • FTSU Guardian to be put on new senior managers list of people to meet during induction phase-to ensure all new senior managers are aware of the FTSU Guardian role • FTSU Guardian to attend the LMC • Regional GMC liaison officer supporting FTSU 	All other senior leaders support the FTSU Guardian as required and requested

			and Guardian	
5	Leaders are confident that wider concerns are identified and managed			
5a	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.			Information data available via HR –Workforce Relationships developed with HR Advisory & Anti-Fraud Team Data local chat back and national staff data available FTSU Guardian
5b	The FTSU Guardian has ready access to senior leaders and others to enable them to escalate patient safety issues rapidly, preserving confidence as appropriate.		Action –showcase these examples and share at local/regional and national level	Cases via FTSU Guardian presented to both Medical and Nursing Director

6	Leaders receive assurance in a variety of forms			
6a	Workers in all areas know, understand and support the FTSU vision, are aware of the policy and have confidence in the speaking up process.		<p>Action</p> <ul style="list-style-type: none"> • Report of Internal audit (currently taking place august 2018) • FTSU Guardian to continue with briefings to staff • FTSU Training for all staff and managers 	FTSU Briefing sessions have taken place
6b	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			<p>Datix for Raising Concerns only live since Dec 2017</p> <p>Every Voice Matters –joint campaign- identified males nurses forum and disability forum from which speak up concern has been raised with the FTSU Guardian</p>
6c	Speak up issues that raise immediate patient safety concerns are quickly escalated			Datix for raising concerns allows quick escalation to senior leaders

				<p>FTSU Guardian has accessibility and flexibility escalating concerns quickly</p> <p>Raising Concerns Policy – escalation clearly outlined</p>
6d	Action is taken to address evidence that workers have been victimised as a result of speaking up, regardless of seniority		<p>This has not presented as issue however should this be presented as an issue the FTSU Guardian emphasis speaking up in a safe environment, confidentiality/anonymity is maintained, leadership support from Exec team would be required and the Raising Concerns Policy reinforces staff messages of speaking up with confidence.</p> <p>Action would be taken rapidly to address this matter by the Trust if required</p>	<p>Trust Board aware of Whistle-blowers Support Scheme and receive regular news updates from the national lead</p>
6e	Lessons learnt are shared widely both within relevant service areas and across the trust			<p>FTSU TB Reports</p> <p>'A Strategy to Improve Patient Safety through Shared Learning 2017-19' included FTSU input</p>

				<p>Kirkup –RWT Gap Analysis</p> <p>Lessons are also shared via RWT FTSU Guardian who is also the Regional FTSU West Midlands Network lead</p>
6f	The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented		<p>Action</p> <ul style="list-style-type: none"> • Awaiting Internal Audit Report and local survey conducted 	Raising Concerns Policy- Internal audit being conducted Aug 2018
6g	FTSU policies and procedures are reviewed and improved using feedback from workers			FTSU Policy & Procedure has been recently reviewed and edited to make improvements based on feedback from managers, HR and staff who recently used the policy and identified/made suggestions for improvement
6h	The board receives a report, at least every six months, from the FTSU Guardian.			Minimum requirement of FTSU TB Report Bi-Annually and as and when requested via TB or FTSU Guardian

7	Leaders engage with all relevant stakeholders			
7a	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.		<p>Action</p> <ul style="list-style-type: none"> • Incorporate the intelligence FTSU has already generated and intelligence available from local-chat back and national staff survey to be reflected in development of the vision and strategy • Primary Care Practice Staff FTSU Survey • Repeat of the FTSU Survey Oct 2018 • This to also be incorporated in the Trust long term plan (Simon Evans) 	<p>FTSU Survey March 2017</p> <p>Local chat back</p> <p>National Staff Survey</p> <p>FTSU Guardian and Contact Link feedback generated via Survey Monkey</p>
7b	Issues raised via speaking up are part of the performance data discussed openly with		<p>Action</p> <ul style="list-style-type: none"> • To discuss at TB (Mike 	<p>CQC inspection</p> <p>FTSU Guardian interviewed by</p>

	commissioners, CQC and NHS Improvement.		Sharon)	CQC NHSi to meet with FTSU Guardian
7c	Discussion of FTSU matters regularly takes place in the public section of the board meetings (while respecting the confidentiality of individuals).			FTSU TB Report/FTSU Guardian present Exec Workforce report to Trust Board
7d	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.			Trust Secretary has include this within the report and will ensure this is an annual occurrence
7e	Reviews and audits are shared externally to support improvement elsewhere.		Action <ul style="list-style-type: none"> Joint work with Midlands and West Midlands to undertake FTSU awareness event in Feb 2019 to involve FTSU , NGO, GMC and NHS Employers 	FTSU Guardian regularly completes this at Local/Regional and National level as part of the role as WM Regional Network Lead NGO Case Reviews are also shared for further improvements

7f	Senior leaders work openly and positively with regional FTSU Guardians and the National Guardian to continually improve the trust's speaking up culture			RWT FTSU Guardian is the regional lead, RWT have supported this role and are keen and active to respond to new developments to improve speaking up culture
7g	Senior leaders encourage their FTSU Guardians to develop bilateral relationships with regulators, inspectors and other local FTSU Guardians		<p>Action</p> <ul style="list-style-type: none"> • RWT to continue to support the WM Regional Lead role undertaken by RWT FTSU Guardian • Current developments between FTSU at GMC and the NMC 	<p>FTSU Guardian has met with CQC liaison officer for the Trust</p> <p>FTSU Guardian has been interviewed as part of the recent CQC Well Led inspection</p> <p>FTSU Guardian has met with NHSI and NHSE developed working relationships with HEE</p> <p>As regional lead the FTSU Guardian has well established relationships regionally and nationally and has been on the panel in recruiting a Guardian for a Trust within the Midlands</p> <p>RWT FTSU Guardian and another regional FTSU Guardian have delivered joint training session to Network of Contact links (staff volunteering to</p>

				support the FTSU agenda)
7h	Senior leaders request external improvement support when required.			Matters escalated when required
8	Leaders are focused on learning and continual improvement			
8a	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.		Action FTSU Guardian to reflect learning at Divisional Level FTSU Training in development	FTSU TB Reports Briefing sessions to staff Trust Induction
8b	Senior leaders and the FTSU Guardian engage with other trusts to identify best practice.			FTSU Guardian actively seeks out what good practice is being delivered in other Trusts FTSU WM Regional Network Meetings Social Partnership Forum
8c	Executive and non-executive leads, and the FTSU Guardian, review all guidance and case review reports from the National		Action • Leads to review case review produced by National	Process has begun

	Guardian to identify improvement possibilities.		Guardian Office to ensure all recommendations apply to RWT <ul style="list-style-type: none"> Gap Analysis to be undertaken 	
8d	Senior leaders regularly reflect on how they respond to feedback, learn and continually improve and encourage the same throughout the organisation.		Action <ul style="list-style-type: none"> Await the report of internal audit review 	FTSU TB Report FTSU Staff Survey FTSU survey monkey Revised Raising Concerns Policy –changes to ensure feedback
8e	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		Action <ul style="list-style-type: none"> Board to approve Strategy , Vision, Plan and revise annually TB Dev to ensure the right measures/indicators are identified to measure success 	Range of methods currently used Raising Concerns Policy FTSU Guardian Trust Contact Links Surveys- all that apply Internal audit

	success.			
8f	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 workers who have used them.		<p>Action</p> <ul style="list-style-type: none"> • Await report of Internal Audit Aug 2018 • TB to agree if annual review required 	<p>Internal Audit</p> <p>Policy is reviewed 3 yearly in line with all HR Policies</p> <p><i>Revised Raising Concern Policy & Procedure 2016</i></p> <p>However due to feedback from FTSU concerns from staff, managers and ensuring fit for purpose (Primary Care) further revised version of policy and procedure now HR16 Raising Concerns at Work (Freedom to Speak Up) Policy and Procedure March 2018</p>
8g	<p>A sample of cases is quality assured to ensure:</p> <ul style="list-style-type: none"> • the investigation process is of high quality; that outcomes and recommendations are reasonable and that the 		<p>Action</p> <ul style="list-style-type: none"> • Speak to Ann-Marie 	<ul style="list-style-type: none"> • Speak Up Survey highlighted improvements for <p>-Feedback</p> <p>-investigation –notified of process/outcomes</p> <p>-staff being thanked for speaking</p>

	<p>impact of change is being measured</p> <ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> Datix –feedback to be always actioned FTSU Guardian to design 'Thank you for speaking up letter' signed by CEO Repeat of FTSU Survey 	<p>up</p> <ul style="list-style-type: none"> FTSU Guardian – presentations to staff teams/smb/mangers meeting forums etc. Lessons learnt and shared through to Departments via Governance
8h	<p>Positive outcomes from speaking up cases are promoted and as a result workers are more confident to speak up.</p>		<ul style="list-style-type: none"> Midlands FTSU Event –being planned for 2019 RWT to profile speak up cases Plan to utilise the case presented to C.Etches 	<p>Regional FTSU Networks</p> <p>Locally at RWT Staff briefing sessions</p> <p>Communications Plan to profile and promote positive outcomes</p>

Individual responsibilities				
9	Chief executive –David Loughton and Chair –Jeremy Vanes			
9a	The chief executive is responsible for appointing the FTSU Guardian.			Complete
9b	The chief executive is accountable for ensuring that FTSU arrangements meet the needs of the workers in their trust.			
9c	The chief executive and chair are responsible for ensuring the annual report contains information about FTSU.			Complete
9d	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.			Well supported RWT FTSU Guardian is currently WM Regional FTSU Lead

9e	Both the chief executive and chair are key sources of advice and support for their FTSU Guardian and meet with them regularly.			¼ meeting planned annually Support to Guardian offered as and when required
10	Executive lead for FTSU- Alan Duffell: Director of Workforce			
10a	Ensuring they are aware of latest guidance from National Guardian's Office.			Alan Duffell –fully aware of National Guardian office correspondence and is promptly shared with FTSU Guardian
10b	Overseeing the creation of the FTSU vision and strategy.		Action A.Duffell to facilitate and lead at TB Dev Day	
10c	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.			Completed Candidate recruited externally

10d	Ensuring that the FTSU Guardian has a suitable amount of ring fenced time and other resources and there is cover for planned and unplanned absence.			22.5 Hours permanant post With 12 volunteer staff working as Contact Links -expanding
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10e	Ensuring that a sample of speaking up cases have been quality assured.			Internal Audit –annually to review
10f	Conducting an annual review of the strategy, policy and process.		Action <ul style="list-style-type: none"> • TB to agree annual review of <ul style="list-style-type: none"> -Strategy -Policy/process 	Currently Internal Audit and Policy review is not an annual occurrence Policy is reviewed 3 yearly in line with all HR Policies
10g	Operationalising the learning derived from speaking up issues.		Actions <ul style="list-style-type: none"> • to be explored further with Divisional Management Team • and nursing leads 	<ul style="list-style-type: none"> • operational procedure of raising concerns policy revised • Departmental Governance Meetings • FTSU has begun to attend and complete briefings with Departments Governance Meetings
10h	Ensuring allegations of detriment are promptly and fairly investigated and acted on.			Investigation process in place and agreed with staff side and enacted as required

10i	Providing the board with a variety of assurance about the effectiveness of the trusts strategy, policy and process.			Via -Trust Board
11	Non-executive lead for FTSU- Rosi Edwards			
11a	Ensuring they are aware of latest guidance from National Guardian's Office.			
11b	Holding the chief executive, executive FTSU lead and the board to account for implementing the speaking up strategy.		Strategy to be devised at TB development day	
11c	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.			Via Trust Board Responsive to data presented to TB via FTSU Guardian
11d	Role-modelling high standards of conduct around FTSU.			Represented and taken part in FTSU Roadshow/campaign march 2017

				Also supported recruitment/interviews of Contac Links
11e	Acting as an alternative source of advice and support for the FTSU Guardian.			Regular meetings requested by FTSU Guardian
11f	Overseeing speaking up concerns regarding board members.			
12	Human resource and organisational development directors			
12a	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.			<p>FTSU Guardian has established a pathway for HR to reporting intel to FTSU –grievance matters raised that have elements of Speaking Up ensuring confidentiality is maintained</p> <p>FTSU Guardian is also well supported by HR workforce team to look at measures relevant to speaking up i.e. staff retention</p>

				All local data –Chatback data shared and available to FTSU Guardian
12b	Ensuring that HR culture and practice encourage and support speaking up and that learning in relation to workers' experience is disseminated across the trust.			FTSU Briefing sessions held with HR Team FTSU Guardian working with HR equality and diversity leads on staff engagement initiatives
12c	Ensuring that workers have the right knowledge, skills and capability to speak up and that managers listen well and respond to issues raised effectively.			FTSU information widely shared with staff by HR Teams
13	Medical director and director of nursing			
13a	Ensuring that the FTSU Guardian has appropriate support and advice on patient safety and safeguarding issues.			

13b	Ensuring that effective and, as appropriate, immediate action is taken when potential patient safety issues are highlighted by speaking up.		<p>Action</p> <ul style="list-style-type: none"> • -case study to profile the action taken and learning • Share outcomes of FTSU cases handled national/regional/local level 	Guardian has presented MD and Chief Nurse with a case that has been actioned immediately and robustly
13c	Ensuring learning is operationalised within the teams and departments that they oversee.		To be explored further with Divisional Management Teams	

Freedom To Speak Up Self Review

Improvement Action Plan as of December 2018

Self-Review Indicator	Actions from Self Review	Current position	Further Action to be taken	Lead	Date by
SECTION 1: Leaders are knowledgeable about Freedom To Speak Up					
1b 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	Develop a Trust FTSU Vision	Aug 2018-Lies with RWT Vision (FTSU Annual Report 2017) Oct 2018-Trust Vision & Strategic Objectives complete	Complete at TB Development To review annually	Trust Board Trust Board	Sep 18 Oct 2018
1b 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.	Promote/Develop Communications of key learning from speak up cases/ promoting value of speaking up	<ul style="list-style-type: none"> •FTSU Board Reports •FTSU Guardian regular meeting with relevant senior leaders •FTSU Guardian includes examples in FTSU briefing sessions •Briefing sessions/presentations from Exec to staff groups •FTSU webpages on intranet 	Midlands FTSU event to showcase cases from RWT -news letter -video	FTSU Guardian	May 2019
1c 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.	Leadership Strategy under development –ensure speak up learning within this		FTSU Guardian and Exec Lead for FTSU to explore	Exec Lead for FTSU	March 2019
1d. Senior leaders can describe the part they played in creating and launching the trust's FTSU vision and strategy.	<ul style="list-style-type: none"> • TB to create vision and strategy at Trust Board Development • Further launch planned for Oct 2018 	Oct 2016-external recruitment of FTSU Guardian role 2017 <ul style="list-style-type: none"> •March 2017 Senior Leaders involved with FTSU Launch and campaign •FTSU Trust Board Reports 	TB Development to develop TB to work with FTSU Guardian in launch of vision and strategy	TB Comms FTSUG	Oct 18

SECTION 2: Leaders have a structured approach to FTSU					
2a 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.	Devise strategic objectives using a Trust Board Development session	Aug 2018 – FTSU Guardian has devised action plan and strategic objective (Nov 16)	Trust Board to review at TB Development	Trust Board	Sept 18
		Oct 2018- Trust Board now have 5 key Strategic for Freedom to Speak Up	To review annually	Trust Board	Oct 2019
2c. 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	FTSU Strategy to include a range of stakeholders. Trust Board to identify stakeholders and invite FTSU Guardian to Trust Board Development session	Oct 2018 –Vision and Strategy complete where by structured approach used using range of stakeholders and FTSU Guardian, aligned with guidance from National Guardian Office	To review annually	Trust Board FTSU Guardian	Oct 2019
2d Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.		Currently RWT conducted an Internal Audit for speaking up. TB awaiting audit report. Grant Thornton PLC working with FTSU Guardian have completed the audit using a range measure both qualitative and quantitative	Internal audit complete Significant Assurance received on: <i>Compliance with Policies & Procedures Raising Concerns at Work (Freedom to Speak Up) September 2018</i>	Grant Thornton PLC	Sept 2018
		5 recommendations to reflect best practice given	FTSU Guardian	March 2019	

SECTION 3: Leaders actively shape the speaking up culture					
3b. They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and honesty.	<p>FTSU strategy will help define and support the further development of three key areas</p> <ol style="list-style-type: none"> 1. Improve patient safety 2. Develop a culture of continuous improvement 3. Culture of openness and honesty 	<ul style="list-style-type: none"> • FTSU via Trust Board and TMC • 'A Strategy to Improve Patient Safety through Shared Learning 2017-19' included FTSU input • FTSU Trust Board Reports • Organisational Development Strategy • CQC June 2018 Report – highlighted that Trust is 'Good' improving patient safety and continuous improvement • Kirkup Inquiry - RWT Gap analysis report, July 2018 Report to TB 	TB to further explore <i>Sharing of FTSU Cases possible at a Midlands FTSU Event</i>	Trust Board & FTSU Guardian	May 2019
3c Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.	Action- suggestion for improvements from TB Dev	<p>Meet the Execs Exec Walk Abouts Sessions at diff sites Engagement workshops Interaction FTSU campaigns Senior Managers Briefings</p>		TB	On-going
3d Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.	–FTSU Guardian to be put on new senior managers to trust list of people to meet during induction phase-to ensure all new senior managers are aware of the FTSU Guardian role	All senior leaders strongly support the FTSU Guardian and work in partnership supporting the Guardian as and when needed		TB	On-going
3e Senior leaders model speaking up by acknowledging mistakes and making improvements.	to model/showcase these examples whereby senior leaders have been involved in a speak up case			TB	On-going

<p>3f The board can state with confidence that workers know how to speak up; do so with confidence and are treated fairly.</p>	<ul style="list-style-type: none"> Repeat FTSU survey Oct 2018 Include paragraph/statement in all RWT Job Description to support this 	<ul style="list-style-type: none"> FTSU Internal audit 2018 FTSU staff survey March 2017 FTSU TB Reports Local Chat Back Survey & NHS Staff Survey FTSU Induction programme for <ul style="list-style-type: none"> -Staff induction -Nurse Induction -Junior Doctors Induction 	<p>FTSU Guardian to action Job Description insert</p>	<p>FTSU Guardian</p>	<p>Oct 2018 On-going</p> <p>March 2019</p>
<p>SECTION 4: Leaders are clear about their role and responsibilities</p>					
<p>4c Other senior leaders support the FTSU Guardian as required.</p>	<ul style="list-style-type: none"> FTSU Guardian to be put on new senior managers list of people to meet during induction phase-to ensure all new senior managers are aware of the FTSU Guardian role FTSU Guardian to attend the LMC Regional GMC liaison officer supporting FTSU and Guardian 		<p>FTSU Guardian to explore actions</p>	<p>FTSU Guardian</p>	<p>On-going</p>
<p>SECTION 5: Leaders are confident that wider concerns are identified and managed</p>					
<p>5b The FTSU Guardian has ready access to senior leaders and others to enable them to escalate patient safety issues rapidly, preserving confidence as appropriate.</p>	<p>–showcase these examples and share at local/regional and national level</p>	<p>Cases via FTSU Guardian presented to both Medical and Nursing Director</p>	<p>Midlands FTSU Event -RWT present/showcase</p>	<p>TB Comms FTSUG</p>	<p>May 2019</p>

SECTION 6: Leaders receive assurance in a variety of forms					
6a Workers in all areas know, understand and support the FTSU vision, are aware of the policy and have confidence in the speaking up process.	<ul style="list-style-type: none"> •Internal audit report FTSU Sep 2018 •FTSU Guardian to continue with briefings to staff •FTSU Training for all staff and managers 	<ul style="list-style-type: none"> • FTSU Briefing sessions have taken place 	FTSUG to further engage Mangers/Service Leads	FTSUG Leads of services	On-going
6f The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented			Complete see internal audit Freedom to Speak Up Sep 2018	TB & FTSU Guardian	On-going
SECTION 7: Leaders engage with all relevant stakeholders-					
7a. 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.	<ul style="list-style-type: none"> •TB Development FTSU session to incorporate the intelligence FTSU has already generated and intelligence available from local-chat back and national staff survey to be reflected in development of the vision and strategy •Primary Care Practice Staff FTSU Survey •Repeat of the FTSU Survey Oct 2018 •This to also be incorporated in the Trust long term plan (Simon Evans) 	<ul style="list-style-type: none"> • FTSU Survey March 2017 • Local chat back • National Staff Survey • FTSU Guardian and Contact Link feedback generated via Survey Monkey 		TB Alan Duffell FTSUG	On-going
7b Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHS Improvement.	To discuss at TB (Mike Sharon)	<ul style="list-style-type: none"> • CQC inspection • FTSU Guardian interviewed by CQC • NHSi meeting with FTSU Guardian 		Mike Sharon	On-going

<p>7e. Reviews and audits are shared externally to support improvement elsewhere</p>	<p>Joint work with Midlands and West Midlands to undertake FTSU awareness event in Feb 2019 to involve FTSU , NGO, GMC and NHS Employers</p>		<p>Shared with local Trust Walsall</p> <p>RWT FTSU Guardian also regional lead –all developments shared with West Mids. FTSU Network</p>	<p>FTSU Guardian</p>	<p>Nov 2018</p> <p>On-going</p>
<p>7g Senior leaders encourage their FTSU Guardians to develop bilateral relationships with regulators, inspectors and other local FTSU Guardians</p>	<p>•RWT to continue to support the WM Regional Lead role undertaken by RWT FTSU Guardian. Current developments between FTSU, GMC and the NMC</p>		<p>As action from Self Review</p>	<p>TB FTSU Guardian</p>	<p>On-going</p>
<p>SECTION 8: Leaders are focused on learning and continual improvement</p>					
<p>8a 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.</p>	<p>FTSU Guardian to reflect learning at Divisional Level</p> <p>FTSU Training in development</p>	<ul style="list-style-type: none"> • FTSU TB Reports • Briefing sessions to staff • Trust Induction 		<p>TB FTSUG</p>	<p>Ongoing</p>
<p>8c Executive and non-executive leads, and the FTSU Guardian, review all guidance and case review reports from the National Guardian to identify improvement possibilities.</p>	<ul style="list-style-type: none"> •Leads to review case review produced by National Guardian Office to ensure all recommendations apply to RWT •Gap Analysis to be undertaken 	<ul style="list-style-type: none"> • FTSUG begun process at Regional FTSU Network 	<p>Keep up to date with reviews NGO share – reflect on recommendations</p>	<p>TB FTSUG</p>	<p>Ongoing</p>
<p>8d Senior leaders regularly reflect on how they respond to feedback, learn and continually improve and encourage the same throughout the organisation.</p>	<ul style="list-style-type: none"> •Await the report of internal audit review 	<ul style="list-style-type: none"> • FTSU TB Report • FTSU Staff Survey • FTSU survey monkey • Revised Raising Concerns Policy –changes to ensure feedback 	<p>To continue to receive reports from FTSU Guardian</p> <p>See Internal Audit for Speaking Up Sep 2018</p>	<p>Trust Board & FTSU Guardian</p>	<p>On-going</p>

<p>8e. 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.</p>	<ul style="list-style-type: none"> • Board to approve Strategy, Vision, Plan and revise annually • TB Dev to ensure the right measures/indicators are identified to measure success 	<p>Range of methods currently used:</p> <ul style="list-style-type: none"> • Raising Concerns Policy • FTSU Guardian • Trust Contact Links • Surveys- all that apply • Internal audit 	<p>Vision and Strategy complete Sep 2018</p> <p>See Internal Audit for Speaking Up Sep 2018 Implement 5 Best Practice recommendations</p>	<p>Alan Duffell</p> <p>FTSU Guardian</p>	<p>On-going</p> <p>March 2019</p>
<p>8f 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 workers who have used them.</p>	<ul style="list-style-type: none"> • Await report of Internal Audit Aug 2018 • TB to agree if annual review required 	<p>Internal Audit</p> <p>Policy is reviewed 3 yearly in line with all HR Policies</p> <p>Revised Raising Concern Policy & Procedure 2016</p> <p>However due to feedback from FTSU concerns from staff, managers and ensuring fit for purpose (Primary Care) further revised version of policy and procedure now HR16 Raising Concerns at Work (Freedom to Speak Up) Policy and Procedure March 2018</p>	<p>In line with all trust policies to be reviewed 3 yearly, updates as and when required</p>	<p>TB</p>	<p>On-going</p>
<p>8g. A sample of cases is quality assured to ensure:</p> <ul style="list-style-type: none"> • the investigation process is of high quality; that outcomes and recommendations are 	<ul style="list-style-type: none"> • Datix –feedback to be always actioned • FTSU Guardian to design 'Thank you for speaking up letter' 	<ul style="list-style-type: none"> • Speak Up Survey highlighted improvements for <ul style="list-style-type: none"> -Feedback -investigation –notified of process/outcomes -staff being thanked for speaking up 	<p>FTSU Guardian to explore with senior leaders outcomes of the speak up survey conducted Oct 2018</p>	<p>TB FTSUG</p>	<p>March 2019</p>

<p>reasonable and that the impact of change is being measured</p> <ul style="list-style-type: none"> 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 	<p>signed by CEO</p> <ul style="list-style-type: none"> Repeat of FTSU Survey 	<ul style="list-style-type: none"> FTSU Guardian –presentations to staff teams/smb/mangers meeting forums etc Lessons learnt and shared through to Departments via Governance 			
<p>8h Positive outcomes from speaking up cases are promoted and as a result workers are more confident to speak up.</p>	<ul style="list-style-type: none"> Midlands FTSU Event – being planned for 2019 RWT to profile speak up cases Plan to utilise the case presented to C.Etches 	<p>Regional FTSU Networks Locally at RWT Staff briefing sessions Communications Plan to profile and promote positive outcomes</p>		<p>FTSUG TB</p>	<p>On-going</p>
<p>SECTION 10: Executive lead for FTSU- Alan Duffell: Director of Workforce</p>					
<p>10b Overseeing the creation of the FTSU vision and strategy.</p>	<ul style="list-style-type: none"> A.Duffell to facilitate and lead at TB Dev Day 		<p>COMPLETE</p>	<p>A Duffell</p>	<p>Aug 2018</p>
<p>10e Ensuring that a sample of speaking up cases have been quality assured.</p>	<ul style="list-style-type: none"> Await report of internal audit review 		<p>COMPLETE</p>		<p>Sep 2018</p>
<p>10f Conducting an annual review of the strategy, policy and process.</p>	<ul style="list-style-type: none"> TB to agree annual review of -Strategy -Policy/process 		<p>In line with all trust policy to be reviewed 3 yearly, updates as and when required</p> <p>Strategy to review annually</p>	<p>A Duffell & FTSU Guardian</p>	<p>On-going</p> <p>Oct 2019</p>

10g Operationalising the learning derived from speaking up issues.	<ul style="list-style-type: none"> •to be explored further with Divisional Management Team • Nursing Leads 		FTSU Guardian to explore with senior leaders	TB	On-going
10i Providing the board with a variety of assurance about the effectiveness of the trusts strategy, policy and proces	<ul style="list-style-type: none"> • FTSU Trust Board Reports 			FTSUG	On-going
SECTION 11: Non-executive lead for FTSU- Rosi Edwards					
11b. Holding the chief executive, executive FTSU lead and the board to account for implementing the speaking up strategy.	<ul style="list-style-type: none"> • Strategy to be devised at TB development day 		COMPLETE	TB & Lead NED	Aug 2018
SECTION 13: Medical Director, Jonathan Odum and Director of Nursing, Ann-Marie Cannaby					
13c Ensuring learning is operationalised within the teams and departments that they oversee.	<ul style="list-style-type: none"> • To be explored further with Divisional Management Teams 		FTSU Guardian to explore with MD and Chief Nurse		On-going
13b. Ensuring that effective and, as appropriate, immediate action is taken when potential patient safety issues are highlighted by speaking up.	<ul style="list-style-type: none"> • case study to profile the action taken and learning • Share outcomes of FTSU cases handled national/regional/local level 		FTSU Midlands Event 2019		May 2019

Freedom to Speak Up

It's time to speak up!

Freedom to Speak Up Vision

As an NHS Trust we are committed to promoting a culture of openness and transparency, enabling speaking up to become business as usual. We will form a safe environment, empowering employees to speak up with confidence knowing their concerns will **be well received and acted upon**.

In doing so this will enable RWT to ensure that patient safety, staff experience and continuous improvement remain at the heart of delivering Freedom to Speak Up throughout the organisation.

5 Key Strategic Objectives

1. Raise the profile and develop a culture where speaking up becomes normal practice to address concerns

2. Develop mechanisms to empower and encourage staff to speak up safely

3. Ensure that the Trust provides a safe environment for employees and others to raise concerns and speak up

4. Ensure that concerns are effectively investigated and the Trust acts on its findings

5. Ensure shared learning amongst local/ regional/ national Networks