Freedom to Speak up Report
4 February 2020
## Trust Board Report

**Meeting Date:** 4th February, 2020  
**Title:** Freedom to Speak Up Annual Report  
**Action Requested:** Receive and note

### For the attention of the Board

**Assure**  
Freedom to Speak up at RWT developing in line with National Guardian Office requirements i.e National guidelines on Freedom to Speak Up training in the health sector in England  

Recording and monitoring of FTSU cases compliance with National requirements, FTSU Guardian submitting data to National Guardian Office as required each quarter. Report presents annual data to Trust Board on FTSU cases through Freedom to Speak Up Guardian route.

**Advise**  
The following document to be reviewed by Trust Board; Freedom to Speak Up Review tool for NHS trusts and foundation trusts July 2019

**Alert**  
None

**Author + Contact Details:** Neelam Mehay  
Tel 01902 696555  
Email neelam.mehay1@nhs.net

**Links to Trust Strategic Objectives**  
1. Create a culture of compassion, safety and quality  
4. Attract, retain and develop our staff, and improve employee engagement

**Resource Implications:** NONE

**CQC Domains**  
Safe: Effective: Caring: Responsive: Well-led

**Equality and Diversity Impact**  
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 if raised by staff.

**Public or Private:** Public

**Other formal bodies involved:**

**References**  

**NHS Constitution:**  
In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:  
- 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

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**Brief/Executive Report Details**

**Brief/Executive Summary Details**  
**Item/paragraph 1.0**  
This report provides a summary of the 12 months of FTSU Activity from November 2018 to October 2019. Which includes  
- FTSU Achievements over a 12month period, which include a successful delivery of FTSU Training workshops for Staff and Managers
• Data from the FTSU Poll that took place October 2019, is featured within the report, showcasing an increased positive trend for:
  o staff feeling safe speaking up
  o knowing their concerns will be investigated
  o receive feedback
  o staff feeling thanked for speaking up.

However, there is a need for an organisational response to how confident staff feel when speaking up and staff fear of detriment as a result of speaking up in the organisation

• An update of FTSU Trust Objectives is provided, with the Managers and Employees training being a key feature in delivering against the Trust FTSU Objectives along with a month long FTSU Campaign delivered during the national freedom to speak up month of October 2019. The focus of campaign this year was the FTSU RWT Staff Stories and Primary Care FTSU profiling. The National Guardian visited the Trust during the campaign with a keen interest to see RWT GP Practices developing FTSU.

• The National Guardian Office FTSU Index report has been presented within this report, which is a measure of FTSU Culture within the organisation based on NHS Staff Survey results. Currently RWT are 77% (range of score for all trusts in England are from 68% to 87%).

• Reports on the cases that have been recorded and monitored through the FTSU Guardian are also showcased, the numbers of FTSU cases to the guardian are up 33%, the theme of attitudes and behaviours are dominating the cases being reported, which will require an organisational response, currently the FTSU Training workshops is an example of positive steps forward in addressing Attitudes and behaviours in the workplace, as the guardian has a section focusing on human factors in relation to a safe culture for speaking up. A feature an ethnicity breakdown of staff speaking and of staff speaking up about their protected characteristics, where by race is more predominant than other protected characteristics that staff are speaking up about.

• Next Steps of FTSU, will be that the FTSU Guardian will work closely with the Organisational Development Operational Group, present data, cases and findings and identify how best the group can respond to some the findings within the report. A focused, evaluation and re-launch of the Contact Link service will be a key priority this year.
Freedom to Speak Up (FTSU) at The Royal Wolverhampton NHS Trust has worked to progress the Trusts FTSU Objectives these last 12 months and continues its journey towards creating 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;

- A further two Contact Links have been recruited one being a Junior Doctor
- FTSU Guardian has delivered 9 Managers Training Session and 9 Staff Training Sessions, which has received excellent feedback. This enabled to explore both managers and staff stories and understand their needs. There will be an update to a future Trust Board Development session, to share the findings and evaluation in detail of the Managers/Staff Training. The training has helped share FTSU needs, processes and case detail upwards through the managers Training.
- A Managers Guide to Speaking Up has been created
- There has been a 33% increase in the number of staff speaking up to the FTSU Guardian
- A successful FTSU Primary Care campaign was launched in October 2019
- The Trust hosted the National Guardian Visit, which was well received
- The FTSU Guardian led a successful Speaking Up campaign for the Trust, recording the highest return on the FTSU Survey to date, over 1500 responses to the RWT FTSU Poll 2019 compared with just over 1000 responses in 2018.
- Successful outcomes of concerns raised via Freedom to Speak Up and as presented during the October Speak Up month this includes, of staff feeling very supported, they have felt listened to and have been grateful for the dedicated, individualised support from the FTSU Guardian (see appendix 1 for staff feedback of FTSU service)
- A revised communications plan, include staff pictures working at RWT (see appendix 2)
- Neighbouring Trust and Non-executive directors have looked towards RWT FTSU Guardian to support, advise on recruitment of FTSU Guardians and support to develop their FTSU Plans.
<table>
<thead>
<tr>
<th>FTSU Objective</th>
<th>What RWT have delivered to support the objective</th>
</tr>
</thead>
</table>
| Raise the profile and develop a culture where speaking up becomes normal practice to address concerns | • Managers & Employees Workshops  
• CEO introduction of FTSU at the Trust Induction  
• FTSU Market Place Induction  
• Nurse Induction  
• FTSU Guardian presentation to -University of Wolverhampton Nursing Degree Programme  
• Junior Doctor Forum presentations  
• FTSU dedicated web pages  
• Posters/screen savers  
• Dedicated month long Speak Up Awareness Event  
• FTSU Conference for RWT |
| Develop mechanisms to empower and encourage staff to speak up safely          | • Role of the FTSU Guardian  
• Contact Link Support Service  
• Datix –online platform for Speaking Up  
• Managers Workshop and Managers Guide document  
• FTSU Poll  
• Training workshops for Managers and Staff |
| Ensure that the Trust provides a safe environment for employees and others to raise concerns and speak up | • Managers Workshops: ‘Creating a Safe Environment for Speaking Up’  
• Accessible FTSU Guardian –evening/offsite meetings  
• Datix for speaking up –option to be anonymous  
• Changes to the Raising Concerns Speaking Up Policy  
• Executive & Leadership support towards FTSU  
• Completion of the FTSU Board Self Review & Improvement Action Plan |
| Ensure that concerns are effectively investigated and the Trust acts on its findings | • FTSU Guardian working closely with HR Advisory Team – sharing of information on speaking up cases that are in a HR Process  
• FTSU Guardian route to escalate concerns to Directors and Senior Managers  
• FTSU case addressed by Exec & Senior Management using an inclusive person-centred approach to addressing the concerns rather than immediately resorting to the application of a formal policy or procedure. |
| Ensure shared learning amongst local/regional/national Networks               | • FTSU Guardian has begun plans to share examples of FTSU Cases at local level with Communications Team  
• FTSU Case learning shared through FTSU Workshops both for Managers & Employees  
• FTSU Guardian stepped down as regional lead, but still active engaged member of the regional FTSU networks  
• FTSU Guardian actively engaged with National Guardian Office and regularly reviews the Case Reviews completed |
The Freedom to Speak Up Guardian led a number of events for the Trust this year as part of the National Guardian Office #speakuptome 2019 campaign. In addition, the FTSU Guardian arranged for the National Guardian to visit RWT who had specified a keen interest to see RWT Primary Care Developments.

The National Guardian Office are now prioritising in developing FTSU within Primary Care across the country and since RWT are one of the few Trusts that have integrated GP Practices, the National Office took opportunity to hear from RWT FTSU developments in Primary Care.

RWT’S annual FTSU Poll, which the Guardian has steered over the last two consecutive years, was completed again during the campaign month of October 2019. This poll recorded the highest return rate since commencement of the poll in 2017. A total number of 1567 responded to the questions based on Sir Robert Francis ‘A Vision for Raising Concerns’ 2015.

In addition to the October campaign, a separate FTSU Poll for Primary Care staff was undertaken to gain an understanding of how staff feel about speaking up within primary care since the campaign focus this year was ‘Staff FTSU Stories’ & raising awareness amongst RWT GP Practices. The results below show the numbers of staff that responded YES to the poll questions below.

The questions asked;
1. I feel confident to speak up and raise a concern
2. I feel safe to raise a concern
3. I know that concerns are investigated
4. I will be given feedback if I raise a concern
5. I will be thanked for speaking up

The data collected via the FTSU Poll has been a good measure for the FTSU Guardian to present and compare results back to the organisation; it has also been reassuring to see an increased number of the respondents to the Survey as a measure of staff engagement. The difference for the increased response rate has been due to ensuring the survey has been available for longer periods of time each year the Poll took place. In 2017 only one question was available a day, in 2018 all questions were available for a whole week and this year questions were made available for the whole month, which has shown an increase in the numbers of staff engaging with the poll.

Below is a table that show the number of staff who responded ‘Yes’ to the questions above compared over the last 3 years for RWT.
There has been slight increase in the numbers of staff that responded who feel safe speaking up, know that concerns will be investigated, will receive feedback and will be thanked for raising their concerns. However the number of staff feeling confident to speak up has remained the same, and so this brings about a sense to ensure further organisation developmental work to instil confidence amongst the workforce in speaking up. The FTSU Guardian will explore locally with Head of Organisation Development along with HR and Education colleagues with an organisational if more appropriate a Divisional repose to this data. The data will be presented to the Organisational Development Group, for further action.

In addition, a theme that the FTSU Guardian has begun to capture is that more staff are presenting to the FTSU Guardian their concerns, but then lack a sense of confidence in taking the concerns forward. Staff are fearing a level of detriment when speaking up, although they feel safe speaking up to the guardian there are cases where staff to not want to take forward concerns. The below data is requested by the National Guardian Office each quarter.

The National Guardian Office requires every FTSU Guardian to report against whether staff member speaking up feels they have suffered detriment for speaking up.

Some examples of detriment can be noted as sickness, less favourable working conditions, excluded, singled out and less opportunities to develop.

The numbers collated to date indicate that 36% of staff who have spoken up feel they may have suffered some form of detriment. The FTSU Guardian does reassure the reporter that they should not suffer or feel they are at detriment as a result of speaking up and offers staff support and guidance regarding their concerns, instilling confidence and empowering individuals and teams to speak up with confidence.

The FTSU Guardian has been collecting this data more recently and will review this data in the Bi – annual report to Trust Board, so as the organisation can generate a better understanding and response for this theme.

In addition the FTSU Guardian makes clear reference to the above in the FTSU training sessions.
delivered to both Managers and Employees. However it will be useful to explore this with relevant teams in the organisation about ways to improve staff fearing detriment when they speak up.

**Feeling Safe to Speak Up**

A total number of 83 cases have been reported this year via the FTSU route out which only 7 cases were reported anonymously and 2 cases were raised in confidence.

![2019 Cases](image)

It is pleasing to see that more staff who speak up are happy to be named in regards to the concerns they are raising, which proposes a sense of feeling safe when speaking up. There has been an increase in the numbers of concerns raised anonymously which was a result of the FTSU Poll, where by a number of FTSU paper copies were sent back with negative comments about, patient care and poor attitudes and behaviours within the Trust, however there was no reference to Ward, Department or Division, all comments were shared with the Chief Nurse.

Although staff reporting concerns in confidence to the guardian has declined there are still staff who do not wish to proceed with taking their concerns forward, where there are safeguarding matters the FTSU Guardian ensures appropriate escalation.
Speaking Up In Primary Care: GP Practices

In addition, a FTSU Poll October, 2019 was undertaken as part of #speakuptome campaign within Primary Care. When comparing these responses with the organisation, Primary Care has an increased response to all the areas of the poll. The next step this year will be to agree a divisional speak up poll, to enable the organisation to learn from within and see which Divisions foster a positive speaking up culture.

A further breakdown for each GP Practice was also undertaken and the FTSU Guardian has presented the findings to the Deputy Chief Operating Officer for Division 3. There was some variation on the results which the FTSU Guardian will explore in a future Trust Board Development Session.

NHS Staff Survey 2018 Results

Furthermore, when looking at RWT NHS Staff Survey Results, 2018 under the theme of Safety Culture, RWT have a below average score of staff who have responded to question 17a: ‘My organisation treats staff who are involved in an error, near miss or incident fairly’ and 18b: ‘I would feel secure raising concerns about unsafe clinical practice’.

This data correlates with the data the FTSU Guardian has collated as part of the FTSU Poll and FTSU cases presented. The next steps will be to compare results from NHS Staff Survey 2019 and to ensure this is explored further within the organisation through the organisation development operational group.

In addition, it is important to highlight the result in the NHS Staff Survey 2018 to question 18c: ‘I am confident that my organisation would address my concerns’ which has a slightly above average score.
**National Freedom to Speak Up Index**

The National Guardian Office for the first time has published a FTSU Index, to monitor ‘speaking up culture’ in the NHS. NHS England commissioned the National’s Guardian Office to develop the index based on four questions from the annual NHS Staff Survey including whether staff feel secure raising concerns if they see something unsafe.

The survey questions used to make up the FTSU Index are:

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

RWT are currently at 77% compared nationally with the highest performing Trust at 87% and the lowest performing Trust at 68%.

*’The FTSU Index which has calculated as the mean average of responses to four questions from the 2018 NHS Annual Staff Survey. Where percentage point improvement is recorded, this is based on the overall changes recorded between 2015 and 2018. Nationally the median FTSU score has improved since 2015’* (National Guardian Office:2019)

The FTSU Guardian has been using the results from the NHS staff survey presented above, in the FTSU Managers and Staff training sessions since April 2019. It is encouraging to see an upward trend in the data in all 4 questions over the last two years, which can suggest that the implementation of FTSU in the organisation has improved the results.

**Freedom to Speak Up Recording & Monitoring of Cases**

This section will explore the local data, presented, recorded and monitored through the Trust FTSU Guardian on cases that have been received since November 2018 to October 2019.

A total number of 83 cases have been gone through a FTSU route, compared with 56 cases last year, this suggest a 33% increase in the total number of cases through FTSU between November 2018 and October 2019.

Below is the total number of cases received and compared with last year results, there has been an increase in cases raised directly with the Freedom to Speak Up Guardian and cases being referred through HR Advisory, this has been due to an increased working relationship with HR Divisional Managers. However, there has been a decline in the number of concerns raised via the Contact Links and Datix. The FTSU Guardian will be focusing efforts in the new financial year to re-launch the Contact Link Service and will work closely with the communications team on this aspect.
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 has come again to speak to staff at RWT of her experiences of speaking up.

**Themes of Speaking Up**

Consecutively over that last three years of executing FTSU across the organisation, Attitudes and Behaviours dominate the theme of the concerns being raised.

*Include some correlation about Bullying and Harassment NHS Staff Survey Results*
From the data above it is pleasing to see that the *Patient Quality & Safety category* is the next main theme being reported, along with patient experience.

The FTSU Guardian will be focusing this year to ensure more positive attitudes and behaviours across the organisation and work closely with the Organisational Development Operational Group, to explore this further.

Below is data from 2018 on FTSU Guardian recorded, themed concerns; attitudes and behaviours is the dominant theme being reported to the FTSU Guardian route.

**Routes through which concerns have been referred onto**

The below diagram demonstrates the routes through which concerns were sign posted and managed by. It can be seen that the majority of concerns have been handled under the Dispute Resolution Policy or have been signposted to a HR Process. This is an appropriate route in which concerns were dealt by given that the majority of concerns are about Attitudes and Behaviours.
Level of Harm Reported

Below is a diagram of the number cases raised where the FTSU Guardian and Contact Link have recorded the level of harm. It is important to note that this has been recorded by either the member of staff reporting the concern or recorded by the FTSU Guardian or Contact Link based on what has been reported.

The majority of concerns are of ‘no harm’, where concerns have an increased rating of harm they have been appropriately signposted to Divisional Senior Management or to the Executive Directors responsible.
There has been an increased number of concerns raised and recorded during 2019 where staff have felt their race was an issue to progress in their careers in the organisation and felt they were treated differently from their ‘white peers and white managers’.

It was further noted that all cases but one raised to the FTSU Guardian were raised by nursing staff where they felt their race prevented them to progress in their nursing careers.

The below diagrams show the ethnic breakdown where it was possible to record by the FTSU Guardian. Largely it can be seen that more white staff are speaking up compared with other staff ethnic groups.

However when looking at the second chart, Race is the single most predominant feature when staff are speaking up as result of their protected characteristic.

The FTS Guardian will be sharing this information with relevant senior managers in the organisation for Workforce Race Equality Standards (WRES) Data. The FTSU Guardian will further ensure actions to be noted through the organisations Equality, Diversity & Inclusion agenda.

In addition, the FTSU Guardian will explore these finding at a future Trust Board Development Session.
**Speaking Up by Division**

The chart below shows the raw data in the number of staff speaking up by division, however when looking at the data in proportion with the staff size of the division then Division 3 is leading the category of number of staff speaking up. This correlates with the data collected from FTSU Poll conducted in October 2019, whereby Primary Care (Div 3) have recorded higher than the organisation as total in every category of Safe, Confident, Investigated, Feedback and Thanked for speaking up.
Here it can be seen that Admin Staff and Nurses are highly recorded as speaking up along with a group of staff where their occupational group is not known. There has also been an increase in the occupational group of Doctors speaking up. Data to compare last year’s occupational group is not available and will be made available for next year’s report.

Next Steps

The Freedom to Speak Up Guardian will continue to work towards the actions identified through the objectives action plan (see appendix 3) and ensure the Trust is working towards progressing the Trust Board Self Review Improvement Action Plan. The National Office has revised the Trust Board Guidance and Self review tool, which will need to refer to a Trust Board Development Session to review. The FTSU Guardian will provide an update to this action plan in the next report to Trust Board.

The next year the FTSU Guardian will;
- Further develop communications for wider learning of FTSU cases and lessons learnt
- Focus on re-thinking the Contact Links Service and further recruit FTSU values driven Contact Links
- Further engagement of Primary Care Community site
- Organise new communications campaign- new resources, video poster etc
- Re launch of contact links service
- Continue to deliver the FTSU Workshops for Manager’s and Staff adapting to feedback received
- Further develop feedback mechanism for speaking up concerns
FTSU Feedback
What are RWT Staff speaking up about...
• Attitudes & Behaviours
• HR Process’s
• Opportunity’s
• BAME issues
• Managers
• C0-workers
• Teams
• Lack of feedback

➢ Patient Care
➢ Quality of care
➢ Patient Experience

#SpeakUpToMe
How is this making them feel...

#SpeakUpToMe
• Sad
• Frustrated
• No-one listening
• Angry
• Upset
• Challenged
• Worried
• Stressed

What will happen now?

Will this affect my career?

What if they know it’s me?

How will I be supported?
Where do Speaking Up concerns go?

#SpeakUpToMe
Process

- HR 16 Raising Concerns (Freedom to Speak Up Policy)
- HR06 Dispute Resolution in the Workplace Policy

Who...

- Empower You
- CEO
- Exec Leads
- Divisional Leads
- Union
- HR
- Occupational Health
What are staff saying about FTSU

#SpeakUpToMe
Hello Neelam!

Just wanted to say a big massive THANK YOU for your support and encouragement throughout our meetings. You have been excellent with all the initial issues and concerns and really supported me and gave me the courage to come forward and present my concerns to such high profile members of RWT. You are excellent at what you do and a true credit to RWT. I would not have been able to do any of what I did without your support and encouragement.

Thanks so so much.
prompt, professional & empathic. I look forward to your role having greater power to action change(s)

So grateful for the brilliant support I received at a very stressful time in my career.

keep up the good job

#SpeakUpToMe
I may not speak up again due to the experience

Limited feedback once concern raised and lack of support during HR process

Guardian was helpful, process was difficult this increased anxiety

#SpeakUpToMe
Our ‘Freedom to Speak Up’ Vision

As a Trust we are working to uphold a culture of openness and transparency. We want employees to feel they can raise concerns, knowing they are in a safe environment to do so, and that concerns will be acted upon. In doing so RWT can ensure that patient safety, staff experience and quality care remain at the heart of the organisation.

Do you need to speak up?
Speak up to our FTSU Guardian, Neelam Mehay, on neelam.mehay1@nhs.net, 07557287859 or 01902 307999 ext. 6566.

FTSU Objectives:

- Develop a culture where speaking up becomes a normal practice.
- Empower and encourage staff to speak up safely.
- Provides a safe environment for employees to raise concerns.
- Ensure concerns are effectively investigated and RWT acts on its findings.
- Ensure shared learning.
## Key Objectives for Freedom to Speak Up

<table>
<thead>
<tr>
<th>Key Objective</th>
<th>Key Role of the Freedom to Speak Up Guardian</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To raise the profile of speaking up within the Trust</td>
<td>1. Empowering and encouraging staff to speak up safely and in confidence</td>
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<tr>
<td>2. To support and help develop a culture where speaking up becomes normal practice to address concerns</td>
<td>2. Acting as The Trust Independent lead on supporting a culture of openness and transparency</td>
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<tr>
<td>3. To develop mechanisms to empower and encourage staff to speak up safely</td>
<td>3. Providing confidential advice and support to concerns staff may have about patient safety</td>
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<tr>
<td>4. To ensure that the Trust provides a safe environment for employees and others to raise concerns and speak up</td>
<td>4. Will act impartially to ensure that the Trust provides a safe environment for staff to speak up</td>
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<tr>
<td>5. To ensure that concerns are effectively investigated and the Trust acts on its findings</td>
<td>5. Work closely with the network of Speak Up Contact Links</td>
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<tr>
<td>6. To ensure shared learning amongst local/regional/national Networks</td>
<td>6. Developing and producing regular reports to monitor the outcomes and impact of Freedom to Speak Up</td>
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</tbody>
</table>

For the purpose of this action plan an objective(s) will be linked to each action

### Colour Key

- **Red**: Actions required to progress
- **Amber**: Actions under development
- **Green**: Actions on-going/complete

For the purpose of this action plan a key role(s) will be attached to each action
<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Role</th>
<th>Actions</th>
<th>Current position</th>
<th>Progress</th>
<th>Lead</th>
<th>Time-scale</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 3:</strong> To develop mechanisms to empower and encourage staff to speak up safely</td>
<td>RWT Raising Concerns Policy</td>
<td>Revise current policy against national template <em>Freedom to Speak Up raising concerns (whistle blowing) policy for the NHS April 2016</em></td>
<td>RWT Raising Concerns Policy had been revised prior to commencing role - FTSU Guardian made minor changes to include contact details and is reflective of national template</td>
<td>1.1 Raising Concerns policy to be made available on Webpage</td>
<td>FTSU G Medical Ills</td>
<td>On-going</td>
<td></td>
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<td></td>
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<td>RWT Raising Concerns Policy will now have final submission to the Trust Management Committee in January and Trust Board in January</td>
<td>1.2 FTSU Guardian to produce and revise the process chart and make more reader friendly (using medical illustrations team)</td>
<td>FTSU G Med Ills</td>
<td>On-going</td>
<td></td>
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<td>1.3 FTSU Guardian to work closely with HR process on policy awareness and roll out within RWT</td>
<td>FTSU G HR Advisory</td>
<td>On-going</td>
<td></td>
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<td>1.4 FTSU Guardian to make changes and review policy as necessary. New terminology needs to ensure policy is in-line with FTSU National Guardian Office</td>
<td>FTSU G</td>
<td>On-going April 2020</td>
<td></td>
</tr>
<tr>
<td>FTSU Action: 2</td>
<td>Data Analysis</td>
<td>National Staff Survey Results</td>
<td>2.1 Review the result of RWT national staff survey as results may show increase with FTSU additional reporting mechanisms enabling wider options for staff to raise concerns</td>
<td>FTSU G</td>
<td>On-going</td>
<td>March 2020</td>
<td></td>
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<tr>
<td><strong>Objective 2:</strong> To support and help develop a culture where speaking up becomes normal practice to address concerns</td>
<td>Review informational available nationally and locally to get an overview of current staff experiences view on RWT culture of openness and transparency</td>
<td>To compare year on year and monitor trends</td>
<td><strong>2.1</strong> Review the result of RWT national staff survey as results may show increase with FTSU additional reporting mechanisms enabling wider options for staff to raise concerns</td>
<td>FTSU G</td>
<td>On-going</td>
<td>March 2020</td>
<td></td>
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<tr>
<td><strong>Key Role 2:</strong> Acting as The Trust Independent lead on supporting a culture of openness and transparency</td>
<td><strong>RWT FTSU Staff Survey</strong> ‘taking the pulse now and compare in 12months’</td>
<td>Utilising Sir Robert Francis 5 Key Questions from ‘A Vision for Raising Concerns in the NHS’ (2015) Q1 I feel confident to speak up Q2 I feel safe to speak up in future Q3 Concerns are investigated Q4 Speaking Up makes a difference Q5 Concerns are Well received</td>
<td><strong>2.2</strong> Using Sir Robert Francis 5 key questions from A Vision for raising concerns compare survey results from March 2017, Oct 2018 and Oct 2019 Ensure feedback to organisation -Staff -Trust Board Possibility to devise a FTSU news letter</td>
<td>FTSU G</td>
<td>On-going</td>
<td>Feb 2020 and on-going</td>
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<td><strong>RWT Dispute Policy</strong></td>
<td>Data collected with HR Advisory on disputes within RWT FTSU Guardian to explore themes and trends that result from the Dispute Policy</td>
<td></td>
<td><strong>2.3</strong> Collate information working with HR Advisory &amp; Workforce information regards -key themes -departments/divisions -what indicators can be used as measures/types Stress/change managements/Bullying &amp; Harassment</td>
<td>FTSU G</td>
<td>On-going</td>
<td>On-going</td>
<td></td>
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<tr>
<td><strong>Staff Retention</strong> <strong>Staff Sickness</strong></td>
<td>HR Workforce are currently collecting up to date</td>
<td></td>
<td><strong>2.5</strong> To work closely with HR Workforce Team exploring staff retention rates /sickness rates in relation to Departments/banding and other</td>
<td>FTSU G</td>
<td>On-going</td>
<td>Seek advice March 2020</td>
<td></td>
</tr>
</tbody>
</table>
## Individual Raised Concerns

<table>
<thead>
<tr>
<th>Concerns</th>
<th>Staff protected characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some wards are highlighted to FTSU Guardian as Wards of concerns</td>
<td>FTSU Guardian to explore reasons/key issues why these wards highlighted Possible to attend their team meetings-utilising contact links</td>
</tr>
</tbody>
</table>

### PALS Feedback

<table>
<thead>
<tr>
<th>Feedback</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilising Patient Feedback</td>
<td>Explore with PALS Team areas departments patients raised most Concerns/complaints about</td>
</tr>
</tbody>
</table>

### Family & Friends For Employees

<table>
<thead>
<tr>
<th>Employee Feedback</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore Family and Friends employee test</td>
<td>Explore/liaise with HR Deputy Director outcomes of these results, draw trends and themes that may be useful to share with FTSU</td>
</tr>
</tbody>
</table>

### FTSU Action: 3

#### Objective 1: To raise the profile of speaking up within the Trust

**Key Role 1:**

*Empowering and encouraging staff to speak up safely and in confidence*

<table>
<thead>
<tr>
<th>Communications &amp; Illustrations</th>
<th>Redesign of RWT intranet – webpage include FTSU ICON on trust home page</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currently information on trust intranet home page has been removed. It is important that reference to <em>speaking up</em> is clear on the Trust Home Page</td>
<td>There are 3 different pages available if searched regards to whistle blowing/raising concerns/speaking up contact links</td>
<td></td>
</tr>
<tr>
<td>The raising concern page does have relevant information and links to the contact links but difficult to</td>
<td>FTSU Guardian working with IT S.S- information of all current web pages have been sent and design/layout/text for new webpages have been sent to S.S FTSU Guardian to follow up</td>
<td></td>
</tr>
</tbody>
</table>

#### FTSU G

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-going</td>
<td>FTSU G On-going</td>
</tr>
<tr>
<td>April 2020</td>
<td>FTSU G Soft launch of FTSU</td>
</tr>
<tr>
<td>April 2020</td>
<td>FTSU G Deputy Dir. HR</td>
</tr>
</tbody>
</table>

#### Completed

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>FTSU G Sunita Sohi (IT)</td>
</tr>
<tr>
<td>March 2017</td>
<td>FTSU G Sunita Sohi (IT)</td>
</tr>
</tbody>
</table>
| FTSU Poster Campaign Design and Branding (please see PowerPoint presentation in ref to this section) | National Office has developed a National Branding for FTSU. It is important for RWT to own the FTSU branding hence why a new logo to reflect FTSU and RWT be combined | 3.2 RE-Design of RWT/FTSU Logo  
FTSU Guardian working currently working with Medical Ills and Coomms Team to develop this. | 3.3 Posters/Pull Up Stands -targeted to staff  
-rest rooms  
-toilets  
-offices  
-kitchens  
Using national materials and our own designs by medical illustrations. Posters to be developed with some that have attached post it ‘tear off contact details for FTSU’ as well as at 2 pulls up stands  
This action will incur a small cost of printing details to be discussed with Linda Holland | 3.4 Series of screen savers  
The Screen Savers will run in conjunction with on-going communication campaign for FTSU  
Staff members who do not have access to IT-these poster designs will be printed for staff/rest rooms and offices –  
Small printing cost will be attached to this action | April 2020 |  
FTSU G  
Mark  
Smith (Medical Ills) |  
FTSU G  
Mark  
Smith (Medical Ills) |  
FTSUG  
Mark  
Smith (Medical Ills)  
Communi cation  
Sally |  
April 2020 | April 2020 | April 2020 |
### Communications Campaign/Plan

Approaches of campaign will need to be tailored as per site
- more tailored/interpersonal approach for e.g. at Cannock/West Park Sites
- Vertical Integration Programme/sites

#### 3.5
Once all material/processes are in place; working closely with Trust Communication Lead to roll out Freedom to Speak Up communications plan across all different sites with a timed and focused campaign to include
- series of ‘road show’s’ using the contact links/unions
- posters
- screen savers
- pull ups

### Trust Induction Programme

It’s vital that the messages of Freedom to Speak Up are included within the RWT Induction Programme

#### 3.6
FTSU Guardian/Contact Links to attend the Market Place Induction.
CEO to ensure FTSU in Trust Induction.

### FTSU Action: 4

<table>
<thead>
<tr>
<th>Objective 3: To develop mechanisms to empower and encourage staff to speak up safely</th>
<th>Objective 5: Raising The Concerns</th>
<th>Revised Raising Concerns Policy</th>
<th>The RWT Raising Concerns Policy is in the final stages</th>
<th>4.1 Publicise the policy and revise current process charts (refer to action 1.1/2/3)</th>
<th>FTSU G</th>
<th>April 2020</th>
</tr>
</thead>
</table>

<p>| | | | | | | |
|  |  |  |  |  |  |  |</p>
<table>
<thead>
<tr>
<th>Key Role 3: Providing confidential advice and support to concerns staff may have about patient safety</th>
<th>DATIX</th>
<th>DATIX to be updated to include anonymous reporting of whistle blow/raise concern as per identified through internal audit. <em>The Power of Being Understood: Whistleblowing Report RWT 2016</em></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>4.2 FTSU G is planning this with Governance Team to take this forward and Several questions including a <strong>Concerns Rating Chart</strong> will be added onto Datix</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If a concern/whistle blow is raised on Datix the concern will also be flagged into the FTSU Email Inbox to be recorded onto the FTSU Monitoring Form as well as the management trio for department concern raised</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Devised a Concerns Rating chart that contact links will refer to and utilise as how to proceed with concerns that are raised</td>
</tr>
</tbody>
</table>
| | | **FTSU G**
| | | Khunkuna (Governance) |
| | | Nov-Dec17 |
| | | Complete |
| | | **FTSU Contact Details** |
| | | It is important for the FTSU G to be easily accessible and staff are clear ways that concerns can be raised within the organisation in a safe environment |
| | | 4.3 Creation of FTSU Email Inbox that will be monitored by FTSU G and enable staff to email their concerns directly and to allow for Datix to flag concerns with FTSU G as well. Where concerns are not anonymous support via contact links can arranged and confidential advice/feedback can be provided to individual |
| | | Mobile number available for staff to text/contact These details have also been included in the revised raising concerns policy |
| | | **FTSU G**
| | | IT |
| | | Complete |
| | | **Recording & Monitoring** |
| | | National Guardian Office provided Regional Training Day for all New FTSU G discussed in depth what may be needed to monitor FTSU concerns. However |
| | | 4.4 Monitoring Form for Recording Concerns for Contact Links and FTSU Guardian have also been devised using Raising Concerns A concerns rating chart has also been devised to help Staff/FTSU G/Mangers categorise a rating for |
| | | **FTSU G** |
| | | On-going |
| FTSU Action: 5 | The Contact Link Forum | RWT have an established network of Contact Links working across the organisation on various sites | 5.1 FTSU G to establish relationship with the contact links and coordinate bi-monthly meeting with contact links. Purpose of the meeting will be to:
- create a support network for the contact links
- new updates
- sharing and learning outcomes of cases that we have been involved with
- reflecting on handling on concerns/cases
- identify training and development needs for CL
- involvement in regional ftsu activities where identified | FTSU G Contact Links | On-going |
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 6: To ensure shared learning amongst local/regional/national Networks</td>
<td>Contact Links Recording &amp; Monitoring</td>
<td>Established that some contact links are recording concerns on shared drive/note books/some storing the concerns at home. Confidentiality and safe storage needs to be addressed</td>
<td>5.2 FTSU G working closely with IT have developed a private folder for FTSU and Contact Links. All Contact Links have an individual folder where all electronic documents referring to concern raised will be stored. This is now live</td>
<td>FTSU G IT</td>
<td>Completed</td>
</tr>
<tr>
<td>Key Role 5: Work closely with the network of Speak Up Contact Links</td>
<td></td>
<td></td>
<td>5.3 Confidentiality Pledge to be devised for all Contact Links to sign up to; FTSU G liaising with Raz Bassi</td>
<td>FTSU G Raz Bassi</td>
<td>Dec 16-Jan 17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5.4 FTSU G has developed a coding system for contact links to record and monitor the concerns onto the FTSU Monitoring Form. FTSU G to inform</td>
<td>FTSU G</td>
<td>On-going</td>
</tr>
<tr>
<td>Vertical Integration Contact Links</td>
<td>CL at next planned meeting</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>-----------------------------------</td>
<td>-----------------------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>VI is underway, FTSU G has been to two practices to introduce FTSU</td>
<td>5.5 FTSU G to explore with Practices and identify a Contact Link(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTSU G</td>
<td>Compl ete</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FTSU Action: 6**

<table>
<thead>
<tr>
<th>Objective 2: To support and help develop a culture where speaking up becomes normal practice to address concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Role 2: Acting as The Trust Independent lead on supporting a culture of openness and transparency</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training and Awareness</th>
<th>Awareness Raising of FTSU</th>
<th>6.1 FTSU G to update following forums about FTSU and creating a safe environment for speaking up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identified that before roll out the FTSU Comm Campaign a briefing with Mangers within RWT needs to take place</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ideally concerns should in first place be raised with their line management. FTSU G to explore some of barriers to concerns raised and managers receipt of concerns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2 FTSU G to work closely with Louise Nickel &amp; Daniela Locke Organisation Development Lead to develop a training package for Mangers to deal with concerns and create an environment to speak up within their teams/wards/departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTSU G</td>
<td>On- going</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training for Mangers</th>
<th>---</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTSU G to explore what current training is available to help mangers deal and respond to concerns and create a safe environment to speak up</td>
<td></td>
</tr>
<tr>
<td>FTSU G Louise Nickel Daniela Locke</td>
<td>April 2019 onward</td>
</tr>
</tbody>
</table>
## Training for staff

<table>
<thead>
<tr>
<th>FTSU Action: 7</th>
<th>Training for staff</th>
<th>6.3 Develop training for staff identifying barriers in the speaking up process, roles of FTSU Guardian and support available</th>
<th>April 2019 onward</th>
<th>On-going</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTSU Action: 7</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 6:</td>
<td>To ensure shared learning amongst local/regional/national Networks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Role: 6</td>
<td>Developing and producing regular reports to monitor the outcomes and impact of Freedom to Speak Up</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Role: 7</td>
<td>Reporting formally to the RWT Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RWT Trust Board</td>
<td></td>
<td>7.1 FTSU G to provide updated reports to Trust Board on a regular basis on actions/outcomes and developments for FTSU at RWT</td>
<td>FTSU G</td>
<td>On-going</td>
</tr>
<tr>
<td>Local Forums</td>
<td></td>
<td>7.2 FTSU to share/reflect on concerns that have come through via Contact Links and FTSU contact details. Share learning outcomes</td>
<td>FTSU G Communi cation</td>
<td>On-going</td>
</tr>
<tr>
<td>Contact Link Forum, Staff Side Forum</td>
<td></td>
<td>FTSU G to share good practice and link into staff side as and when necessary for e.g. ‘Road-shows’</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Forums</td>
<td>West midlands Network for FTSU Guardians</td>
<td>7.3 FTSU G attended regional network meeting</td>
<td></td>
<td>On-going</td>
</tr>
<tr>
<td>Network was established from National Conference Oct 16</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Annual Conference</td>
<td></td>
<td>7.4 FTSU G to attend next national conference</td>
<td>FTSU G</td>
<td>On-going</td>
</tr>
<tr>
<td>Local Authority</td>
<td></td>
<td>7.5 FTSU G to explore with local authority, their approach to raising concerns within a large organisation and discover local authorities process and procedures</td>
<td>FTSU G</td>
<td>On-going</td>
</tr>
</tbody>
</table>