

Freedom to Speak Report Update –Self Assessment Review 1 October 2018

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Agenda Item No: 11.6

Trust Board Report

Meeting Date:	1 st October 2018
Title:	Freedom to Speak Report Update –Self Assessment Review
Executive Summary:	To agree the FTSU Vision, FTSU Strategic Objectives and FTSU Improvement Plan
Action Requested:	To Action
Report of:	Freedom to Speak Up Guardian
Author: Contact Details:	Neelam Mehay Neelam.mehay1@nhs.net
Links to Trust Strategic Objectives	Trust Objectives <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
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
References: (eg from/to other committees)	
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	In determining this matter, the Board should have regard to the Core principles contained in the Constitution of: <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

Freedom to Speak Up

1	Freedom to Speak Up –Update
	<p><u>National Guidance</u></p> <p>NHS Improvement and the National Guardian’s Office have published guidance and a Freedom to Speak Up Self –Review Tool for NHS Trusts & Foundation Trusts (May, 2018) setting out expectations of Trust Boards in relation to Freedom To Speak Up to help boards create a culture that is responsive to feedback and focused on learning and continual improvement.</p> <p><u>RWT Update</u></p> <p>The self-review tool accompanying the guide was completed at the Trust Board Development Day in August 2018. The review was scored using a RAG Rating. Whilst there were no areas that were rated as ‘red’ the tool helped identify that a RWT Freedom to Speak Up Vision & Strategy were required. As a result a Trust Improvement Action Plan has been produced.</p> <p>This update to the Trust board is to agree the Freedom to Speak Up Trust Vision, Strategic Objectives and the Trust Improvement Action Plan.</p>
2	Freedom to Speak Up Vision and Strategy
	<p>Please see Appendix 1</p> <p>Action –Trust Board to agree</p>
3.	Freedom to Speak Up Improvement Action Plan
	<p>Please see Appendix 2</p> <p>The Improvement Action Plan will be a working document and so dates and actions will be included as and when required</p> <p>Action –Trust Board to agree</p>
4.	Freedom to Speak Up Awareness Month
	<p>The National Guardian Office has announced, October is the official Freedom to Speak Up Awareness month. RWT’s Freedom to Speak Up Guardian has dedicated the first week of October for FTSU activities and promotion, with Executive and Non-Executive leadership involvement, opening the celebrations of Freedom to Speak Up month with our Trust Board.</p> <p>Other activities involve Contact Link promotion, staff engagement workshops, information sessions, table-top displays, online speaking up survey, article in the Trust Talk newsletter and guest speaker Helene Donnelly (Mid-Staffordshire nurse) who will talk of her experiences of speaking up and who has been significant in the development of the Freedom to Speak Up Guardian Role.</p>

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 provide a safe environment, empowering employees to speak up with confidence knowing their concerns will be ***well received/acted upon/addressed***.

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

Freedom to Speak Up 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

To be agreed at TB October 1st 2018
Freedom To Speak Up Self Review –Improvement Action Plan for Trust Boards 2018-August

Freedom To Speak Up Self Review

Improvement Action Plan for Trust Boards 2018

To be agreed

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<p>2d Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.</p>	<p>A measure to be identified and incorporated within the strategy</p>	<p>Currently the Internal Audit is being undertaken to give both qualitative and quantitative measures</p>			
<p>1b</p>	<p>Promote/Develop Communications of key learning from speak up cases/ promoting value of speaking up</p>	<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 	<p>Midlands FTSU event to showcase</p> <p>-news letter</p> <p>-video</p>		
<p>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.</p>	<p>Leadership Strategy under development –ensure speak up learning within</p>				
<p>1d. Senior leaders can describe the part they played in creating and launching the trust's FTSU vision and strategy.</p>	<ul style="list-style-type: none"> • TB to create vision and strategy at Trust Board Development • Further launch planned for Oct 2018 	<p>Oct 2016-external recruitment of FTSU Guardian role 2017</p> <ul style="list-style-type: none"> •March 2017 Senior Leaders involved with FTSU Launch and campaign •FTSU Trust Board Reports 	<p>TB Development to develop</p> <p>TB to work with FTSU Guardian in launch of vision and strategy</p>	<p>TB Comms FTSUG</p>	<p>Oct 18</p>
<p>3b. They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and</p>	<p>FTSU strategy will help define and support the further development of three key areas</p>	<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 	<p>TB to further explore <i>Sharing of FTSU Cases?</i></p>	<p>TB</p>	

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<p>honesty.</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>Strategy</p> <ul style="list-style-type: none"> • 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 			
<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>Oct 2018 Ongoing</p>
<p>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>	<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 	<ul style="list-style-type: none"> • FTSU Briefing sessions have taken place 	<p>FTSUG to further engage Mangers/Service Leads</p>	<p>FTSUG Leads of services/managers</p>	<p>Ongoing</p>
<p>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>	<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 	<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 		<p>TB Alan Duffell FTSUG</p>	<p>Ongoing</p>

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	(Simon Evans)				
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	Ongoing
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>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 		TB FTSUG	Ongoing
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.	<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 	Keep up to date with reviews NGO share – reflect on recommendations	TB FTSUG	Ongoing
8d Senior leaders regularly reflect on how they respond to feedback, learn and continually improve and encourage the same throughout the organisation.	<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 			
8e. The executive lead responsible for FTSU reviews the FTSU strategy annually, using a range of qualitative and quantitative measures, to	<ul style="list-style-type: none"> •Board to approve Strategy , Vision, Plan and revise annually •TB Dev to ensure the right measures/indicators are 	<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 		Alan	

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<p>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>	<p>identified to measure success</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><i>Do TB want to change to annual review</i></p>	<p>TB</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 reasonable and that the impact of change is being measured • workers are thanked for 	<ul style="list-style-type: none"> • Speak to Ann-Marie 	<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 •FTSU Guardian –presentations to staff teams/smb/managers meeting forums etc •Lessons learnt and shared through to 		<p>AM TB FTSUG</p>	<p>Ongoing</p>

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<p>speaking up, are kept up to date though out the investigation and are told of the outcome</p> <ul style="list-style-type: none"> 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>Departments via Governance</p>			
<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>Ongoing</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>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>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 				<p>Aug 2018</p>

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	-Policy/process				
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 			TB	Ongoing
10i Providing the board with a variety of assurance about the effectiveness of the trusts strategy, policy and process	FTSU Trust Board Reports			FTSUG	Ongoing
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 			TB	Aug 2018
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 				
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	Meet the Execs Exec Walk Abouts Sessions at diff sites Engagement workshops Interaction FTSU campaigns Senior Managers Briefings		TB	

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<p>3d Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.</p>	<p>–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>All senior leaders strongly support the FTSU Guardian and work in partnership supporting the Guardian as and when needed</p>			
<p>3e Senior leaders model speaking up by acknowledging mistakes and making improvements.</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>–to model/showcase these examples whereby senior leaders have been involved in a speak up case</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>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 				

	<p>attend the LMC</p> <ul style="list-style-type: none"> Regional GMC liaison officer supporting FTSU and Guardian 				
<p>6f The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented</p> <p>7e. Reviews and audits are shared externally to support improvement elsewhere</p>	<p>Awaiting Internal Audit Report and local survey conducted</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>TB</p> <p>FTSUG</p>	
<p>7g Senior leaders encourage their FTSU Guardians to develop bilateral relationships with regulators, inspectors and other local FTSU Guardians</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>13b. Ensuring that effective and, as appropriate, immediate action is taken when potential patient safety issues are</p>	<ul style="list-style-type: none"> case study to profile the action taken and learning Share outcomes of FTSU cases handled 				

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highlighted by speaking up.	national/regional/local level				
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To be agreed