

Board of Directors (in Public)

Item 2.3

Subject: Freedom to Speak Up Guardian – Quarter 1 Report
Date of meeting: 4th September 2018
Prepared by: Lucy Lavan, Director of Corporate Affairs
 Helen Turner, Freedom to Speak Up Guardian
Presented by: Helen Turner, Freedom to Speak Up Guardian
Purpose of Report : To Note/Approve

BAF Ref	Impact on BAF
1.1, 1.3, 3.7, 4.1	This report provides positive assurance that the Trust has in place effective arrangements for staff to speak up as part of its aim to ensure an open and transparent culture that protects patients and improves the experience of staff.

1. Executive Summary

The purpose of the paper is to :

- update the Board on Freedom to Speak Up (FTSU) concerns raised in Quarter 1;
- highlight the new national guidance for Boards on Freedom to Speak Up; and
- make recommendations for the Trust's response to this guidance, including completion of the self-review tool and confirmation of designated executive and non-executive leads for Freedom to Speak Up.

Work has already commenced with regard to engaging staff in the development of a clear vision and strategy for FTSU and in establishing a quarterly FTSU Summit to enable the triangulation of patient safety and staff experience data with concerns raised under the FTSU Policy, with key messages and learning to be cascaded via the SOLE Bulletin.

The paper recommends a change to reporting arrangements with quarterly reporting by the FTSU Guardian (FTSUG) direct to the Board of Directors.

2. Background

The Trust has had a Freedom to Speak Up Guardian in post since February 2016 along with a network of Freedom to Speak Up Champions, that aim to provide accessibility to all staff. The Trust's Freedom to Speak Up Policy is aligned to the national policy on Whistleblowing and the Trust is actively engaged in the work of the National Guardian's Office and regional network. Since this time, the Trust has had in place an executive lead for Freedom to Speak Up, Lucy Lavan; and a Non-executive Lead who is the nominated Senior Independent Director, Marion Saville. During this time there has been some turnover in the Guardian role and this is currently held by Helen Turner. Dr Justin Ratnasingham has recently been designated as Deputy Freedom to Speak Up Guardian. The Champions Network has been refreshed with three new champions appointed.

The NHS Contract for 2016/17 required every NHS Trust to have a Local Freedom to Speak Up Guardian (LFTSUG) from 1 October 2016. Guidance for the appointment of a FTSUG was published

in March 2016. Trusts were also required to have a Non-Executive Director Lead for Freedom to Speak Up.

National guidance for trust boards on Freedom to Speak Up was published by NHSI and the National Guardian's Office in May 2018, accompanied by a self-review tool.

<https://improvement.nhs.uk/resources/freedom-speak-guidance-nhs-trust-and-nhs-foundation-trust-boards/>.

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. The new guidance is aligned with the good practice set out in the well-led framework, and will be shared with inspectors as part of the CQC's assessment framework for well-led.

The FTSUG's Annual Report 2017/18 was presented to People Committee and then received (as a starred item) by the Board of Directors in March 2018. This provided assurance on the following:

- Completion of an assessment of LHCH practice against the 10 National Recommendations from first National survey of FTSU guardians - this indicated 100% compliance with some developmental actions identified for 2017/18
- Review of recommendations made to Southport and Ormskirk Hospitals NHS Trust as part of the first national case review with additional actions for LHCH's FTSU function identified.
- Ongoing work to raise awareness of the FTSU role
 - FTSUG to be an active member of the Equality and Inclusion Steering Group and the Health and Well Being Group.
 - FTSUG to be actively involved in supporting the BAME Engagement Group
 - FTSUG presence at quarterly Health and Well-being Events
 - FTSUG presentation on multi-disciplinary preceptorship programmes
 - FTSUG to update regularly at team brief
 - FTSU item on quarterly Safety and Organisational Learning (SOLE) bulletin
 - Posters visible around the Trust on organisational hot boards and departmental notice boards.
 - Desktop, screensavers and dedicated intranet page available to all staff

The Audit Committee received an update on the Trust's arrangements for speaking up in July 2018 and supported a recommendation that the frequency of reporting from the FTSUG be increased to quarterly, and that reporting should in future be direct to the Board of Directors.

3. Concerns Raised through the Freedom to Speak Up Policy Framework – Quarter 1 2018/19

During the first quarter of 2018/19, one concern was raised under the Freedom to Speak Up Policy. The theme of this concern was:

Values and Behaviours	1
Patient Safety	
Other	

Note: These concern/s relate only to those raised directly with the FTSUG / Champions network – other concerns raised e.g. through safety huddle or with line managers are not logged unless referred to the FTSU Guardian

All concerns are followed up and feedback provided to individual staff members.

During Quarter 1, the FTSUG introduced a survey to enable feedback to be gathered from those who have spoken out on the handling of their concern. This information will be valuable in identifying any learning and / or training and development needs.

The one concern raised in Quarter 1, has now been closed down.

Of the 13 concerns reported for 2017/18, 12 have now been closed and action underway to bring the remaining one to conclusion.

Whilst concerns continue to be raised with the FTSUG / Champions Network, the numbers are small and there will be on-going work to ensure that all staff are aware of the FTSU arrangements and to seek feedback and learning opportunities from those who have spoken out.

A quarterly FTSU summit has been scheduled to support the triangulation of concerns raised under the FTSU policy framework with patient safety and staff experience. Benchmarking data on numbers of concerns reported by other Trusts will also be considered and any improvement actions identified, with key messages and any learning cascaded via the SOLE Bulletin. The inaugural summit will take place on 1st October 2018, chaired by Lucy Lavan, Executive lead, and attended by the FTSUG, Chief Executive, Medical Director, Director of Nursing & Quality, Director of Workforce Development and other key officers.

4. New Guidance

The Board's focus on Well Led and FTSU is particularly important from the perspectives of both patient safety and staff experience, in light of recent reviews including Kirkup, Gosport and also case studies undertaken by the National Guardian's Office including Southport and Ormskirk NHS Trust, North Lincolnshire and Goole NHSFT and Derbyshire Community Health Services NHSFT.

Board Directors will be asked to contribute to the self-evaluation of FTSU arrangements using the published self –review tool at a workshop following the Board of Directors' meeting on 4th September 2018.

An initial assessment undertaken by the Director of Corporate Affairs (/ Executive Lead for FTSU) and the FTSUG has enabled some improvement work to be identified and actions are already being progressed in the following areas:

- **Develop** – engage leaders in the development of a clear vision and strategy for FTSU – this will be integral to the Trust's existing vision, Quality Strategy and People Strategy:
 - i) FTSU Champions Forum 26.6.18
 - ii) Sharing and Learning 26.7.18
 - iii) Senior Leaders Forum 13.9.18
 - iv) Operational Board and Clinical Leads 27.9.18
- **Promote**
 - Regular use of team brief and routine reminder of CEO pledges in relation to FTSU
 - Corporate Induction (monthly)
 - Review / enhance internal communications / messaging
 - FTSU champion drop in sessions (trial period)
 - Understanding of individual roles and responsibilities – Exec and NED leads; HR / OD Directors
 - Leadership and training plans
 - Actively using 'speak out' month in October 2018 to attend team meetings/huddles throughout the Trust as per timetable at Appendix 1.

- **Learn**
 - Implement a survey to facilitate feedback and learning from those who have spoken up (FTSUG by 31.7.18)
 - Re-vamp SOLE bulletin (from October 2018)
 - Share learning with the wider FTSUG network and National Guardians Office (NGO) as per Appendix 2
- **Monitor**
 - Introduce a quarterly FTSU Summit to measure impact and triangulate data on FTSU activity, HR relations, staff experience and patient safety - from October 2018
 - Increased frequency of reporting (quarterly) and direct to Board of Directors – from September 2018.

5. Recommendations

The Board of Directors are asked to:

- i) Note the Quarter 1 report and new national guidance;
- ii) Commit to completing the self-review tool;
- iii) Endorse the designation of Lucy Lavan as executive lead for FTSU and Marion Savill as Non-Executive lead;
- iv) Accept the recommendation of the Audit Committee that a quarterly report from the FTSUG is brought directly to the Board of Directors (previous reporting to People Committee and Audit Committee will cease on a routine basis).

Appendix 1 - FTSU – ‘Speak Out’ Month – October 18 Team Awareness Raising

Date	Team	Champion	Complete	Feedback/Action
Week commencing 1st October				
1 st October	Theatres	Lucy Kilgallon/Angelique Bray/Alistair Marshall		
1 st October	Cherry	Clare Mullen		
2 nd October (9.45am)	Hospital Coordinators	Helen Turner		
2 nd October	Maple	Clare Mullen		
4 th October	Medical Secretaries	Helen Turner		
Fri 5 th October at 12:40 (1)	CCU	Helen Turner		
Week commencing 8th October				
8 th October	Fall into Autumn Event – FTSU Stand			
9 th October	Cedar	Angelique Bray		
9 th October	HR/Education	Ali Sampson		
10 th October time to be advised (audit day)	Cath Labs	Justin Ratnasingham		
tbc	Domestics	Alistair Marshall		
tbc	Switchboard	Lucy Kilgallon		
Week commencing 15th October				
15 th October	Radiology	Lucy Kilgallon		
18 th October	Robert Owen House	Alexandra Thompson		
18 th October	Security	Alexandra Thompson		
tbc	POCCU	Justin Ratnasingham		
tbc	ITU	Justin Ratnasingham		
Week commencing 22nd October				
Tues 23 rd Oct at 12:40 (2)	CCU	Helen Turner		
24 th October 7.10am	Elm	Helen Turner		
24 th October	Holly	Helen Turner		
25 th October	Birch	Helen Turner/Angelique Bray		
tbc	Oak	Sanjay Ghotkar		
tbc	Informatics	Sanjay Ghotkar		
tbc	Community Respiratory	Helen Turner		
Week commencing 29th October				
29 th October 2018	Pulmonary Function	Ali Sampson		
31 st October 2018	Research	Helen Turner		
tbc	Estates	Helen Turner		

tbc	Medical Engineering	Helen Turner		
tbc	Porters	Alistair Marshall		
tbc	IT	Angelique Bray		
tbc	Anaesthesia	Justin Ratnasingham		
Awareness raising with teams before 'speak out' month.				
17 th July 2018	Finance	Helen Turner	Complete	
22 nd August 2018	Stores	Helen Turner	Complete	Culture work being discussed.
3 rd September	Community Cardiology	Helen Turner		

National Guardian
Freedom to Speak Up

Case study

Feedback from workers before they leave is key

At Liverpool Heart and Chest Hospital we share the National Guardian's Office's view that someone's departure from an organisation is a great opportunity to seek their opinions on what we do well, what we could do better, and if they have encountered any barriers to speaking up during their employment.

On starting in the organisation in my role as Head of Resourcing, managers reported that they did not receive hard intelligence on why staff chose to leave the trust. In response, my team and I worked with teams across the trust to strengthen the existing process by incorporating an online 'leavers' questionnaire at the point of resignation (rather than waiting until an employee has left the organisation).

Employees are able to complete this questionnaire online and anonymously, or through a one-to-one meeting with an HR representative or manager. This approach has increased our response rate from 18 per cent to 60 per cent, allowed us to collate information to share with teams, and identified key learning for us to explore further.

One of these key learning points was that waiting until someone has made the decision to leave the organisation before seeking their views is a missed opportunity. We are therefore in the process of introducing a series of conversations with staff to include, 'First Impressions' and 'Intention to Leave'.

Our 'First Impression' conversations will focus on those staff who have joined the organisation in the last four to six months and seek feedback on their recruitment, and welcome experience during their first few months in post.

Our 'Intention to Leave' conversation will focus on those staff who have been in post between 12 and 24 months and will focus on two questions, 'What is making you consider leaving the trust?' and 'What would encourage you to stay?'. As a specialist NHS foundation trust we do expect a certain level of turnover as staff seek opportunities in larger more generalist trusts, however we are confident that there will be a small percentage that, with further work, we can retain.

As a CQC rated 'outstanding' trust, we are continually seeking ways to improve our organisation for the benefit of both patients and staff. We hope that the data provided via our approach outlined above will support us in our continued journey to provide excellent, safe and compassionate care for every patient, every day.

*Leanne Williams, Head of Resourcing
Liverpool Heart and Chest Hospital NHS Foundation Trust*

