

## Item 2.1.2a

# Freedom to Speak Up self-review tool

Completed by Board of Directors

4<sup>th</sup> September 2018

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
<b>Our expectations</b>			
<b>Leaders are knowledgeable about FTSU</b>			
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.	<p>Fully met</p> <p>Meeting between exec lead and NED lead 19.6.18 to discuss new guidance and specific roles and responsibilities.</p> <p>New FTSU guidance discussed at NEDs meeting 17.7.18</p> <p>Guidance and self-review tool circulated to all</p>		<p>Board workshop on FTSU and completion of self-review tool, 4/9/18</p> <p>Quarterly reports from FTSUG</p> <p>External oversight and feedback from QMR meetings with NHSI</p>

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	<p>Board members (e mailed 24.7.18)</p> <p>Board workshop session on 4.9.18 which included an overview of guidance presented by the executive lead and completion of self –review tool.</p> <p>Quarterly FTSUG Reports routinely include national guidance updates.</p>		
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.	<p>Partially met</p> <p>Senior leaders are clear on the vision</p>	Future FTSU reports direct to BoD and SOLE Bulletins to include more explicitly	Quarterly reports from the FTSUG

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	for FTSU but further assurance is needed in respect of learning and improvement from speaking up.	the key learning and improvement work	
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.	Partially met  The draft leadership strategy and development programmes emphasise importance of FTSU (and learning) but have not yet been finalised and implemented.	Draft Leadership strategy to be finalised and approved by Board of Directors (Nov 2018)	People Committee to receive regular assurance on delivery of leadership strategy

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Senior leaders can describe the part they played in creating and launching the trust's FTSU vision and strategy.	<p>Fully met</p> <p>The aims of FTSU being 'business as usual' were initiated at the outset in 2016 with subsequent focus on embedding.</p> <p>The Board workshop on 4.9.18 provided opportunity to reflect and refresh / confirm the FTSU vision and strategy.</p>		Mock CQC Well led inspection (Autumn 2018).
Leaders have a structured approach to FTSU			

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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.	Fully met		Future FTSUG reports will be informed by new quarterly FTSU Summit meeting at which all key data sets will be triangulated.
There is an up-to-date <a href="#">speaking up policy</a> that reflects the minimum standards set out by NHS Improvement.	Fully met		Annual review of policy by Audit Committee.
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.	Fully met	No further action at this time	Notes of engagement sessions:  Sharing and Learning (departmental / ward managers) 26.7.18  Board of Directors 4.9.18  Senior Leaders Forum 13.11.18

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			Operational Board and Clinical Leads 27.9.18
Progress against the strategy and compliance with the policy are regularly reviewed using a range of qualitative and quantitative measures.	Fully Met		Annual Report of FTSUG  Going forward, quarterly FTSUG reports to Board will be informed by quarterly FTSU Summit
<b>Leaders actively shape the speaking up culture</b>			
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.	Fully met		Daily safety huddle  HALT  Listening into Action

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			<p>Executive and NED walkabouts</p> <p>Quarterly review of FTSUG report at BoD</p> <p>People Committee – detailed analysis of staff survey, culture survey, LiA pulse checks.</p>
They can evidence that they robustly challenge themselves to improve patient safety, and develop a culture of continuous improvement, openness and honesty.	Fully met		<p>Daily safety huddle</p> <p>Weekly exec team review of harm data</p> <p>Board review of quality and workforce indicators</p> <p>Board review of risk register and incident reporting indicators</p> <p>Sharing and Learning</p>



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			<p>Forum</p> <p>Quality Strategy includes human factors work, FTSU strategy and improvement strategy</p> <p>Leadership Strategy (approval pending)</p> <p>PACT</p> <p>SOLE Bulletin</p> <p>Receipt of RCAs for serious incidents and dissemination of learning.</p> <p>NED review of complaints, how these have been handled and follow up actions</p>

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Senior leaders are visible, approachable and use a variety of methods to seek and act on feedback from workers.	Fully met		NED and Exec walkabouts  Daily safety huddle  Listening into Action
Senior leaders prioritise speaking up and work in partnership with their FTSU Guardian.	Fully met		Board business cycle provides for quarterly FTSU reports with FTSUG in attendance    CEO actively promotes FTSU and Guardian / champions network at corporate induction,

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			monthly team brief
Senior leaders model speaking up by acknowledging mistakes and making improvements.	Fully met		Organisational Learning process  Human factors work  Staff survey / LiA results
The board can state with confidence that workers know how to speak up; do so with confidence and are treated fairly.	Partially met	During October 2018 (FTSU Month) there will be an awareness raising campaign led by the FTSUG and champions – this will focus on corporate as well as clinical teams  FTSUG to attend E&I Group, Junior Doctors forum and meet with the	Feedback from staff - NED and executive walkabouts.  Visibility of posters around the site.  Feedback from FTSU Summit

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		Guardian of Safe Working.  Implement feedback survey for staff who have spoken out (from July 2018)	
<b>Leaders are clear about their role and responsibilities</b>			
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.	Fully met		Endorsed at Board of Directors 4.9.18 (refer paper and minutes)
They, along with the chief executive and chair, meet regularly with the FTSU Guardian and provide appropriate advice and support.	Fully met		Feedback from Quarterly FTSU summit  Direct feedback from FTSUG at quarterly Board attendance

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Other senior leaders support the FTSU Guardian as required.	Fully met		Involvement of other senior leaders in Quarterly FTSU summit  Direct feedback from FTSUG - quarterly Board attendance
<b>Leaders are confident that wider concerns are identified and managed</b>			
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.	Fully met		Quarterly FTSU summit
The FTSU Guardian has ready access to senior leaders and others to enable them to escalate patient safety issues rapidly, preserving confidence as	Fully met		FTSU summit  Quarterly attendance at

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appropriate.			Board
<b>Leaders receive assurance in a variety of forms</b>			
Workers in all areas know, understand and support the FTSU vision, are aware of the policy and have confidence in the speaking up process.	Fully met		NED and executive walkabouts  Poster campaign  Staff induction  Team Brief  Quarterly reports to BoD.
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	Fully met		FTSUG involvement in E&I Group, Junior doctors' forum  BAME representatives

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agency workers			on FTSU Champions network (including Deputy FTSUG)  Listening into Action  Quarterly reports to BoD.
Speak up issues that raise immediate patient safety concerns are quickly escalated	Fully met		Daily safety huddle  Quarterly reports to BoD.
Action is taken to address evidence that workers have been victimised as a result of speaking up, regardless of seniority	Not yet applicable		FTSU Summit  Quarterly reports to BoD.

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Lessons learnt are shared widely both within relevant service areas and across the trust	Fully met		Sharing and Learning Forum  SOLE Bulletin  Team Brief  Safety Huddles  Organisational Learning process  Quarterly reports to BoD.
The handling of speaking up issues is routinely audited to ensure that the FTSU policy is being implemented	Fully met		FTSU Summit  Feedback survey responses from those who have spoken up  Quarterly reports to BoD.



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FTSU policies and procedures are reviewed and improved using feedback from workers	Fully met		Sharing and Learning Forum  Senior Leaders Forum  Listening into action  Operational Board and Clinical Leads  FTSU Champions Forum  Quarterly reports to BoD.
The board receives a report, at least every six months, from the FTSU Guardian.	Fully Met		Quarterly report to BoD

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<b>Leaders engage with all relevant stakeholders</b>			
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.	Fully met		FTSU champions - 26/6/18 BoD - 4/9/18 Sharing and Learning - 12/7/18 Senior leaders Forum 13/9/18 Operational Board and Clinical Leads 27/9/18
Issues raised via speaking up are part of the performance data discussed openly with commissioners, CQC and NHS Improvement.	Fully met		QMR Reviews and follow up letters
Discussion of FTSU matters regularly takes place in the public section of the board meetings (while respecting the confidentiality of individuals).	Fully met		Quarterly report to BoD

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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.	Not met	Include in 19/20 annual report.	
Reviews and audits are shared externally to support improvement elsewhere.	Fully met		<p>Board papers from FTSUG shared with NHSI</p> <p>LHCH safety huddle included in the National Guardians annual report.</p> <p>Article on LHCH exit interviews included in the NGOs in Freedom to Speak Up Newsletter August 2018</p> <p>The Trust's Guardian participates in the regional network meetings.</p>

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Senior leaders work openly and positively with regional FTSU Guardians and the National Guardian to continually improve the trust's speaking up culture	Fully met		Trust has been represented at all national and regional meetings and best practice advice adopted where appropriate for LHCH – Updates provided in quarterly FTSUG report to BoD .  The Trust has hosted a visit from the National FTSUG
Senior leaders encourage their FTSU Guardians to develop bilateral relationships with regulators, inspectors and other local FTSU Guardians	Fully met		FTSUG involvement in regional network and local buddying system.

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			FTSUG has participated in webinar series  Quarterly report to BoD.
Senior leaders request external improvement support when required.	Fully met		Progress checked at QMR meetings with NHSI  Quarterly report to BoD.
<b>Leaders are focused on learning and continual improvement</b>			
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.	Partially met	Provide in quarterly reports more specific examples of themes and learning	Quarterly report to BoD.
Senior leaders and the FTSU Guardian engage with other trusts to identify best practice.	Fully met		FTSUG has worked with LWH, Mersey Care

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			and the Regional Network Chair  Quarterly report to BoD.
Executive and non-executive leads, and the FTSU Guardian, review all guidance and case review reports from the National Guardian to identify improvement possibilities.	Fully met		FTSU Summit  Quarterly report to BoD.
Senior leaders regularly reflect on how they respond to feedback, learn and continually improve and encourage the same throughout the organisation.	Fully met		FTSU Summit  Quarterly report to BoD.
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.	Fully Met		Annual report to BoD

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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.	Fully met		Annual review at Audit Committee.  Guardians Network involved in policy development.
<p>A sample of cases is quality assured to ensure:</p> <ul style="list-style-type: none"> <li>the investigation process is of high quality; that outcomes and recommendations are reasonable and that the impact of change is being measured</li> <li>workers are thanked for speaking up, are kept up to date though out the investigation and are told of the outcome</li> <li>Investigations are independent, fair and objective; recommendations are designed to promote patient safety and learning; and change will be monitored</li> </ul>	Fully met		All cases reviewed by exec lead  FTSU Summit  Quarterly report to BoD.

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
Positive outcomes from speaking up cases are promoted and as a result workers are more confident to speak up.	Partially met	More emphasis on outcomes and learning in SOLE bulletins and quarterly Board reports	FTSU Summit (organisational data and audit)  Quarterly report to BoD.

Note : The term 'Senior leaders' means executive and non executive directors (NGO / NHSI Guidance for Boards, May 2018)