

Cover Sheet

Trust Board Meeting in Public: Wednesday 9 September 2020

TB2020.76

Title: Freedom to Speak Up 6 Monthly Report – Implementation Plan Update

Status: For Discussion

History: Chief Assurance Officer outlined the need for an Implementation Plan to underpin the FtSU Strategy at Trust Board on 13 November 2019.
A stakeholder event was held on 12 December 2019 to further develop the Implementation plan.
The Board Self Review Tool and Implementation plan were discussed at a Trust Board Seminar on 29 January 2020.
The Chief Assurance Officer updated the Trust Board on the Implementation plan in March 2020

Board Lead: Chief Assurance Officer

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Key Purpose: Assurance, and Performance.

Executive Summary

1. This paper provides the Trust Board with an update on the Freedom to Speak Up (FtSU) Strategy Implementation plan in the light of the Covid-19 pandemic.
2. Up until March 2020 there was positive progress in relation to the delivery of the Implementation plan. However the impact of Covid-19 has meant that the work of the Freedom to Speak Up Guardian has been substantively re-profiled to provide additional support to staff during this difficult time. As a result there are a number of actions that have been delayed. The Implementation plan has been reviewed and updated to reflect the need to revise delivery dates in the recovery phase of the pandemic. This work is now in the process of progressing. The revised dates have been reflected in the update plan, provided as Appendix 1 and documented in red.
3. During this time the Freedom to Speak Up Guardian (FtSUG) has held over 25 listening events, in person and held virtually across all trust sites. These events have involved Board members, both Executive and Non-Executive Directors. This has provided staff with an opportunity to raise any issues or concerns via this route and provided a positive environment to engage with staff, these events are continuing to be held weekly. The results of these events and actions to address the concerns are being collated into key themes and will be shared in the near future.
4. In addition to this work, the Trust has achieved a positive outcome in the recent National FTSU Index Report, which highlighted that the Trust had achieved above an above average score compared to the national average. This provides positive assurance to the Trust about the FTSU activities and presence in the organisation.

Recommendations

5. The Trust Board is asked to:
 - Note the progress against the Implementation plan and
 - Note the revisions of delivery dates recorded in the Implementation plan;
 - Note the positive outcome in the national FTSU Index Score.

Freedom to Speak Up 6 Monthly Report – Implementation Plan Update

1. Purpose

- 1.1. The purpose of this paper is to update the Board on the progress of the Freedom to Speak Up (FtSU) Implementation plan in light of the impact of the COVID-19 pandemic.

2. Implementation plan

- 2.1. The main purpose of the strategy and implementation plan is to ensure staff are supported in raising concerns, patient safety is paramount and key measures are in place to provide assurance and to determine what success looks like.
- 2.2. The implementation plan is closely monitored by the Chief Assurance Officer and the FtSU Guardian to ensure compliance with the agreed actions. Feedback is provided as part of the six monthly report to Trust Management Executive (TME) and onward to the Trust Board.
- 2.3. Up until March 2020 there was significant and positive progress in relation to the delivery of the Implementation plan. However the impact of Covid-19 has meant that the work of the Freedom to Speak Up Guardian has been substantively re-profiled to provide additional support to staff during this difficult time. As a result there are a number of actions that have been delayed. The implementation plan has been reviewed and updated to reflect the need to revise delivery dates in the recovery phase of the pandemic. This work is now in the process of progressing to the revised deadlines. The revised dates have been reflected in the update plan, provided as Appendix 1 and documented in red.
- 2.4. During the pandemic response phase, the Freedom to Speak Up Guardian (FtSUG) has held over 25 listening events, in person and held virtually across all trust sites. These events have involved Board members, both Executive and Non-Executive Directors. This has provided staff with an opportunity to raise any issues or concerns via this route and provided a positive environment to engage with staff. These events were well received by staff attending them and are now continuing to be held weekly.
- 2.5. The results of these events and any actions taken in response to concerns raised are being collated into key themes to be shared with managers and staff. Some of the themes noted to date included; face mask disposal, the correct wearing of face coverings, quarantine requirements and the return to work process. Where any immediate actions or further information was needed, these were addressed in a timely way via the communications cascade and additional briefings.

2.6. In addition to this work, the Trust has received the national FTSU Index Report, this provides positive assurance to the Trust about the FTSU presence in the organisation. This report highlighted that the Trust was one of the ten trusts which have seen the greatest overall increase in their FTSU Index score as shown in the table below.

2.7. This demonstrates that the Trust is making a positive improvement in creating a supportive culture in which staff can share their concerns. The continued implementation of the strategy and plan will build on this positive outcome over the next two years.

Name of trust	2018	2019	Change
County Durham and Darlington NHS Foundation Trust*	75.1%	80.5%	5.4%
Taunton and Somerset NHS Foundation Trust	77.8%	82.5%	4.7%
Worcestershire Acute Hospitals NHS Trust	73.9%	78.5%	4.6%
Liverpool Women's NHS Foundation Trust	75.7%	79.8%	4.1%
Medway NHS Foundation Trust	72.2%	76.1%	3.9%
East Midlands Ambulance Service NHS Trust	68.2%	71.9%	3.7%
Whittington Health NHS Trust	75.9%	78.9%	3%
Great Ormond Street Hospital for Children NHS Foundation Trust	77.9%	80.9%	3%
Great Western Hospitals NHS Foundation Trust	79.1%	82.1%	3%
Oxford University Hospitals NHS Foundation Trust	76.7%	79.5%	2.8%

Picture extract from National Index Report 2020

3. Conclusion

3.1. The Implementation plan provides a focus for the speaking up agenda and will ensure that appropriate actions are taken to raise the profile, provide assurance as well as supporting staff.

3.2. Monitoring of the actions is an integral part of the FtSU team over the next 12 months with support from the Chief Assurance Officer and the Assurance team. While positive progress has been made elements of the plan have needed to be re-profiled as a result of the impact of the Covid pandemic.

4. Recommendations

4.1. The Trust Board is asked to:

- Note the progress against the Implementation plan and
- Note the revisions of delivery dates recorded in the Implementation plan
- Note the positive outcome in the national FTSU Index Score.

FREEDOM TO SPEAK UP STRATEGY - IMPLEMENTATION PLAN

Introduction

NHS Improvement (NHSI) and the National Guardian Office (NGO) published 'Guidance for Boards on Freedom to Speak Up (FtSU) in the NHS Trusts and Foundation Trusts in July 2019. The guide supports Boards to create a culture where workers feel safe and able to speak up about anything that gets in the way of delivering safe, high quality care or affects their experience in the workplace.

The aim of this implementation plan is to enable the senior leaders in OUH to continue to reflect on and embed the current speaking up culture as part of the FtSU strategy and overall OUH strategy. Senior leaders are defined as members of the Trust Board, Divisional Management Teams and their direct report.

The Chief Assurance Officer as Executive Lead for FtSU will work collaboratively with the board and FtSU Guardian to facilitate implementation of the strategy, support and advice staff ensuring patient safety remains a key strategic priority in the Trust, advocating organisational values and principles that underpin the delivery of a compassionate, transparent and learning culture.

The timescales have been reviewed given the impact of COVID-19, revised dates are in red.

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
1	A framework for a draft Freedom to Speak up Strategy will be developed and used to inform Trust wide consultation	Framework, with key aims and objectives for draft FTSU Strategy completed	End of July 2019	Chief Assurance Officer	Freedom to Speak Up Guardian	Completed
2	Through active staff engagement and consultation, a draft strategy will be developed	a) Framework, with key aims and objectives for the development of draft FTSU Strategy to be circulated to all staff and by the communications team using a range of media platforms e.g. all staff briefing meetings, FTSU page on the trust intranet; weekly staff briefing messages and all staff email	End of August 2019	Chief Assurance Officer	Communication Team	Completed

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
2		b) Other stakeholders e.g. G4S and Bouygues will be invited to engage in consultation. Feedback received will inform the development of the draft FTSU Strategy for consideration at and Trust Management Executive (TME).	End of August 2019	Chief Assurance Officer	Communication Team and Freedom to Speak Up Guardian	Completed
3.	Trust Management Executive will receive and consider draft strategy, seeking approval for Trust Board.	a) TME will scrutinise and appraise proposed draft FtSU Strategy.	End of November 2019	Chief Assurance Officer	Chair of TME and Freedom to Speak Up Guardian	Completed
		b) Any suggested changes will be considered by FTSUG for assimilation.				Completed
		c) TME will agree a draft strategy for progression to Trust Board for consideration				Completed
4.	Trust Board (in Public) will receive a paper for consideration and approval of proposed FTSU strategy	a) Proposed strategy will be supported and ratified by Trust Board.	November 2019	Trust Chair	Chief Assurance Officer	Completed
5.	Stakeholders will contribute to and engage in active discussion about the implementation of the proposed strategy.	a) Stakeholder discussion about the FtSU strategy during a stakeholder meeting.	November 2019	Communications team	Freedom to Speak Up Guardian	Completed
		b) Proposal for implementation plan discussed and agreed with stakeholder group for consideration	12/12/2019	Freedom to Speak Up Guardian		Completed

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
		by TME and Trust Board				
6.	Draft Implementation plan will be devised and approved.	a) Draft implementation plan produced b) Required changes to draft implementation plan incorporated into revised document c) Final draft completed d) TME consider draft implementation plan e) TME agree recommendations in readiness for Trust Board in March 2020.	31/12/2019 29/02/2020 March 2020 March 2020 March 2020	Chief Assurance Officer & Chair of TME	Freedom to Speak Up Guardian	Completed Completed Completed Completed Completed
7.	Establishment and implementation of a robust assurance process	a) Informatics team to assist in developing an electronic cultural dashboard for the purpose of data collection, reporting, dissemination and subsequent assurance. b) FtSU reports (including cultural dashboard when completed) will be submitted to Workforce Committee for scrutiny as per existing governance processes. c) FtSU reporting is a standing item on the CQC quarterly engagement meeting agenda d) Data triangulation informing the FtSU reports will include:	January 2021 (original date: July 2020) January 2021 (April 2020) April 2020 December 2020	Chief Assurance Officer & Chief People Officer Chief Assurance Officer & Chief People Officer Chief Assurance Officer Chief Assurance Officer & Chief	Director of Workforce/ Freedom to Speak Up Guardian Director of Workforce/ Freedom to Speak Up Guardian Director of Regulatory Compliance & Assurance Director of Workforce, FtSUG	Work in progress Work in progress Completed Work in progress

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
		<ul style="list-style-type: none"> Number of contacts with Guardians, themes, learning and staff stories. Reports to be shared with leaders across OUH. Staff Friends and Family Survey – review the questions related to ‘speaking up’. Scrutiny of results of all staff surveys i.e. GMC to determine perceptions of cultures Triangulation of data from other sources and agreed areas for improvement. 	(Sept 2020)	People Officer	& Divisional Leads	
		e) Implement a robust feedback loop to staff raising concerns in accordance with Speaking Up Policy and FTSU standards.	Sept 2020	Chief Assurance Officer & Chief People Officer	Freedom to Speak Up Guardian	Work in progress
		f) Consider the development of a panel of appropriately trained staff to undertake exit interviews in a timely manner.	March 2021 (Sept 2020)	Chief Assurance Officer & Chief People Officer	Director of Workforce	Work in progress
		g) Chair of exit interview panel to provide feedback to local leaders and FtSU Guardian via agreed governance processes.	May 2021 (Sept 2020)	Chief Assurance Officer & Chief People Officer	Director of Workforce	Not yet started
8.	Cultural awareness of speaking up and civility saves lives will be embedded, with	a) A range of activities will be undertaken and evaluated using quality improvement methodologies focused on maintaining and		Chief People Officer & Chief Assurance Officer		

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
	staff able to articulate the role it plays in a thriving and well led organisation.	<p>developing the high profile and visibility of FTSU across the organisation. These will include:</p> <ul style="list-style-type: none"> FtSU feedback to be included in the TME blog. A quarterly 'At a Glance' to be written by the Guardians and made available to all staff across OUH. Civility Saves Lives' – a proposal will be developed to systematically roll out the programme to all OUH sites. Marketing resources will be made available to staff e.g. provision of bookmarks, badges and pens at engagement events and meetings. A calendar of FtSU events will be planned and advertised to staff on all sites depending on staff needs and access. Corporate and Medical induction will include FtSU presentation/activities. 4 new FtSU champions will be appointed. 	<p>October 2020 (April 2020)</p> <p>March 2021</p> <p>November 2020 (April 2020)</p> <p>May, June, Oct 2020</p> <p>April 2020</p> <p>End May 2020</p> <p>Dec 2020</p>	<p>Chief People Officer & Chief Assurance Officer</p>	<p>Chair of TME</p> <p>Communications Team & FtSUG</p> <p>FtSUG/Divisional Directors and Corporate leads</p> <p>Communications Team & FtSUG</p> <p>Communications Team & FtSU team</p> <p>FtSU Team</p> <p>FtSUG</p>	<p>Work in progress</p> <p>Completed</p> <p>Completed.</p> <p>Completed</p> <p>2 appointed to date.</p>

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
		<ul style="list-style-type: none"> Development of a 'speaking up' training package for all staff. A short training programme will be developed for Senior Leaders and available through ELMS. 	<p>December 2020</p> <p>December 2020</p>		<p>Director of Nursing, Midwifery and AHP Education</p> <p>Freedom to Speak up Guardian/ Chief Assurance Officer</p>	<p>Awaiting package from NGO.</p> <p>Work in progress</p>
9.	The Implementation, evaluation and further review of the FtSU strategy will include a range of external stakeholders alongside Trust staff.	<p>Through effective communication and collaboration, a dissemination plan to include agreed outcomes will be developed, implemented and reported against in accordance with mutually agreed governance processes. These could include (but not exclusive):</p> <ul style="list-style-type: none"> Higher Education and Further Education providers Partner Trusts e.g. Oxford Health Health Education England ICS and Buckinghamshire, Oxfordshire and Berkshire (BOB)STP Council of Governors Healthwatch Staff Side and Unions Professional Registration bodies e.g. NMC & HCPC Royal Colleges-various Service providers/Contractors 	<p>November 2020</p> <p>(September 2020)</p>	Chief Assurance Officer & Chief Operations Officer	Chief Officers and Divisional Directors	Work in progress
10	A. Leaders within the	a) Divisional teams will through actions	December	All Chief Officers	Divisional Directors/	Linked to

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
	organisation will evidence knowledge about the FtSU strategy, actively shaping the speaking up culture by using the implementation plan and a structured approach to FtSU.	and reporting demonstrate ownership and connectivity to the FtSU Strategy including: <ul style="list-style-type: none"> • An early approach to dealing with concerns must be adopted – not waiting or ignoring. • Learning from positive outcomes – sharing with staff and relevant stakeholders (see outcome 9) • Leaders to support speaking up and cascade information to all staff. 	2020 (September 2020)		Divisional Nurses/ Divisional General Managers and HRBP's	senior leaders training: work in progress
10.	B. Through effective communication, role modelling and review leaders will provide assurance that wider concerns are identified and managed in keeping with trust values and the FTSU strategy.	<p>b) In collaboration with stakeholders (see outcome 9) agree an acceptable definition for an FtSU culture in a thriving organisation.</p> <p>c) Leaders link the FtSU agenda up with values-based appraisals, to explicitly include a question on speaking up.</p> <p>d) The Trust will provide leaders with opportunities to acquire or refine the tools/skills required to manage difficult situations, this may include networking opportunities and dedicated continuing professional development time (in accordance with trust policy) e.g. conflict management/ resolution and values-based conversation.</p>	<p>January 2021 (April 2020)</p> <p>January 2021 (June 2020)</p> <p>February 2021 (December 2020)</p>	All Chief Officers	<p>FtSU Guardian</p> <p>HRBP's</p> <p>Chief People Officer Divisional & Corporate Directors</p>	<p>Linked to senior leaders training: work in progress</p> <p>Linked to senior leaders training:</p>

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
		e) Leaders will ensure ToR's for all local committees and meetings will be refreshed include the Chair's responsibilities and speaking up.	November 2020 (May 2020)		Clinical & Corporate Directors/Matrons	work in progress
		f) Chairs of local meetings to include an introductory statement reinforcing commitment to values based behaviour's and challenging non-compliance appropriately.	November 2020 (May 2020)		Divisional & Corporate management teams	
		g) Speaking up to be a standard agenda item at every team meeting/briefings.	November 2020 (May 2020)		Divisional & Corporate management teams	
		h) Leaders ensure their teams are aware of key policies i.e. Speaking up (Whistleblowing).	October 2020 (March 2020)		Divisional Nurses and divisional Directors	
		i) Leaders will praise and acknowledge people who positively impact on the workplace culture, make a difference to staff and ultimately patient safety.	October 2020 (March 2020)		Director of Workforce	
		j) Human resources actions will be clearly linked to themes from Speaking up cases and cultural dashboard.	December 2020 (June 2020)		Director of Culture and Leadership	
		k) Leaders will ensure robust and timely communication to staff within the CSU's/wider teams.	October 2020 (July 2020)		Divisional & Corporate Management teams	Linked to senior leaders training:
		l) Leaders will reflect upon their				

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
		<p>leadership style and consider ways in which they may facilitate the raising of concerns directly in accordance with local policy and procedure.</p> <p>m) Leaders will practice in accordance with trust values and professional codes of practice, highlighting and challenging behaviours that demonstrate a lack respect and dignity, managing them in accordance with OUH procedures/policies.</p>	<p>February 2021 (September 2020)</p> <p>October 2020 (May 2020)</p>		<p>Divisional & Corporate Management teams</p> <p>Divisional & Corporate Management teams</p>	work in progress
11	<p>Successful Implementation of this strategy will ensure that:</p> <ul style="list-style-type: none"> • Every member of staff will be listened to, supported and guided as appropriate • OUH will maintain and foster an open and transparent culture where every member of staff can speak up safely. • The culture will have a positive impact on 	<p>a) Intranet will include a concerns section which can be accessed by the FtSU Guardian.</p> <p>b) Staff aware of the FtSU Guardians and Champions, Speaking up policy and how to access the most appropriate individual to discuss concerns.</p> <p>c) Staff will not require anonymity to speak up and raise concerns.</p> <p>d) Ensure a visible FtSU Network on all OUH sites.</p>	<p>November 2020 (September 2020)</p> <p>October 2020 (June 2020)</p> <p>March 2021</p> <p>March 2020</p>	<p>All Chief Officers</p> <p>All Chief Officers</p> <p>All Chief Officers</p> <p>All Chief Officers</p>	<p>Director of Communications</p> <p>Divisional/Corporate Management teams</p> <p>Chief Executive</p> <p>Freedom to Speak up Guardian</p>	<p>Work in progress</p> <p>Work in progress</p> <p>To form part of annual review</p> <p>Completed</p>

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
	patient safety • Positive feedback will be received from staff speaking up	e) Timely intervention by leaders to increase staff satisfaction, promote wellbeing, reduce number of disciplinary cases.	March 2021	All Chief Officers	Chief People Officer	To form part of annual review
		f) To monitor through Friends and Family Surveys, complaints and compliments, safety incidents, SIRI Forum.	March 2021 (2020)	All Chief Officers	Chief Nursing Officer/Chief Medical Officer	To form part of annual review
		g) Staff who raise concerns do not feel they need to leave the organisation/department.	March 2021 (2020)	All Chief Officers	Chief People Officer	To form part of annual review
		h) Thank you messages are sent to staff.	March 2021 (2020)	All Chief Officers	Divisional/Corporate Management teams	To form part of annual review
		i) Staff engage with the process for nomination of and reporting of excellence as per established pathway	March 2021 (2020)	All Chief Officers	Director of Workforce	To form part of annual review
12.	Final version Implementation plan presented to TME for consideration.	a) TME consider final Implementation plan b) TME agree recommendations for Trust Board in March 2020	December 2019	Chief Assurance Officer	Freedom to Speak Up Guardian	Completed.
13.	Final Implementation plan presented to Trust	Ratified by board	March 2020	Chair	Chief Assurance Officer	Completed

	Outcome	Deliverables	Timescale for completion	Accountable Person or people	Responsible Person or People	Status
	board					
14.	Freedom to Speak Up Self Review Tool	a) Initial draft agreed by TME.	January 2020	Chief Assurance Officer	Chair of TME & Freedom to Speak Up Guardian	Completed
		b) Presentation and exploration of review tool during Trust Board Seminar held January 2020.	January 2020			Completed
		c) Executive team to consider final Self Review tool and discuss tool and actions with key stakeholders.	December 2020 (May 2020)	Chief Assurance Officer	Freedom to Speak Up Guardian	To form part of annual review
		d) Review every 6 months, following the above review.	Sept 2020	Chief Assurance Officer	Freedom to Speak Up Guardian	Completed
15.	FTSU Strategy will be published and available for all OUH staff and stakeholders to view.	a) Strategy will be presented at Staff Briefing 28 February 2020 prior to official launch.	March 2020	Chief People Officer	Freedom to Speak up Guardian	Completed
		b) Strategy will be available on the OUH Intranet site.	April 2020		Communications Team	Completed
16.	Ongoing evaluation	A short training programme will be developed for Senior Leaders and available through ELMS. This will enable an audit of Senior Leaders knowledge about 'speaking up' and the local and national agenda.	2020	Chief Assurance Office	Freedom to Speak up Guardian/Chief Assurance Officer	Work in progress