

Freedom to Speak Up annual report 2021/22

This report provides an overview of the activity that took place in 2021/22 across the Trust to deliver our commitment to Freedom to Speak Up – including actions taken to improve speaking up at UHBW, an assessment of the number and themes of concerns raised, learning and areas for improvement, and priorities for the next 12 months.

Background

The standard NHS contract requires that all trusts and foundation trusts employ a Freedom to Speak up (FTSU) Guardian. FTSU Guardians are now employed across the health and care sector, including in primary care, health charities, independent providers and arm's length bodies including health regulators.

At UHBW the FTSU Guardian is the Director of Corporate Governance, who is supported by a full-time Deputy Freedom to Speak Up Guardian. The role of the FTSU Guardians is to ensure patient safety and staff wellbeing by providing a mechanism for staff to speak up when they see or hear something that is not right. The FTSU Guardians not only provide support to staff who raise concerns, but also support the Board to develop a 'positive, compassionate, and inclusive' workplace culture in line with the vision set out in the NHS People Plan. The expectation of the National Guardian's Office (NGO) is that FTSU Guardians also play a proactive role in helping organisations 'learn from the opportunities that speaking up brings and tackle barriers to speaking up wherever they are'.

The FTSU Guardians report quarterly on concerns and themes, alternately to the Board or People Committee, and these reports are shared with the senior leadership team. The FTSU Guardian has regular access to both the executive lead for speaking up and the non-executive lead – positions which have changed in the year at UHBW. Externally, the FTSU Guardians link with the NGO via the South West regional FTSU Guardian network, which provides support and shares learning. Work continues with the FTSU Guardian at North Bristol NHS Trust to align FTSU policy and process along with staff training on speaking up.

This annual report provides an overview of:

- action taking to improve speaking up in line with the FTSU strategy
- areas of progress around speaking up in 2021/22
- concerns raised in the year including a breakdown by theme, division, and profession
- measuring speak up culture
- learning and improvement
- priorities for 2022/23.

ACTIONS AGAINST FTSU STRATEGY

The three objectives of the Trust's Freedom to Speak Up strategy set in 2019 focus on 1) raising awareness of speaking up; 2) building confidence in the process; and 3) ensuring that our corporate leadership and management training is informed by the feedback from the programme. Appendix 1 and 2 provide more detail. Highlights from this work include:

1. *Awareness raising*

In meeting the objective to improve awareness of the Speaking Up programme, alongside regular corporate communications and updates via the speaking up champion network, the FTSU Guardians have completed training sessions with F1 and F2 doctors; midwives; graduate management trainees; presentations at HR surgeries for managers; international nurse induction; divisional board and departmental team meetings; and shared details about the FTSU process in volunteer and apprenticeship communications. It is essential that the FTSU Guardians continue to involve all staff groups in the promotion of the speaking up service, focusing on where staff may experience barriers in speaking up.

2. *Building confidence*

To meet the objective of hearing concerns promptly and providing feedback on outcomes wherever possible, feedback from individuals who have been involved in the Freedom to Speak Up process is now captured online via a short, anonymous survey managed by IQVIA. This provides a safer and more effective channel for capturing feedback from staff who have raised concerns, to understand if the process is working and if staff would feel confident to raise concerns again in the future.

In December 2021, the NGO published a case study from UHBW relating to concerns raised from student nurses working at the Trust. Examples of concerns which have moved to resolution via Freedom to Speak Up are provided in the quarterly updates to the Board/People Committee.

In 2021/22, 44 Freedom to Speak Up champions received in-house training, based on structure provided by the NGO – not only to provide more context around the importance of speaking up, but to help them to create positive working environments, and improve their listening skills to effectively support staff to speak up. Stories from champions about how they have brought about positive change in their own departments are shared with the network and through corporate channels.

3. *Training and support for managers and leaders*

The FTSU Guardians are involved in the development of the refreshed leadership and management development programme for managers in the Trust. Managers are now advised (via divisional cascades and corporate communications) to complete the 'Listen Up' training module produced by the NGO and Health Education England (which complements the mandatory speak up training module for all staff). Listen Up training compliance remains very low, with only 2% of the 2,285 line managers who have access to the training having completed it as of April 2022. The Board has committed to completing all three levels of training (Speak Up, Listen Up and the third module, Follow Up, which was released in April 2022).

AREAS OF PROGRESS IN 2021/22

Among the objectives of the strategy, three areas of progress in the year have been:

1. *Resolving stuck concerns*

In reporting to the Board in 2021/22 the FTSU Guardian noted that some concerns were taking too long to resolve. Reasons concerns have remained open without resolution for a long time include, in the main, complex employee relations issues; issues around service delivery; estates issues; or cultural change work taking time to embed.

In October 2021, following conversations with the chief executive, it was agreed to bring a monthly report to the executive team to seek support to 'unlock' either specific concerns or thematic issues which had been raised through the Freedom to Speak Up process and to consider how to address the challenges. As a result, the executive team have early awareness of, and input into, complex issues raised through speaking up which cannot be resolved through the usual escalation process. The four concerns reported open in Q2 since the previous financial year were closed in Q4.

2. *Embedding Speak Up training and introducing Listen Up training for managers*

During Speak Up month in October 2021, the FTSU Guardians focused on encouraging all staff to complete their mandatory speak up training, which was introduced in the Trust in February 2021 with compliance recorded from August 2021. Reporting shows a significant increase in compliance (around 20 per cent) in the seven months between August and March, but it is clear there is more work to do to improve figures, particularly in the clinical divisions.

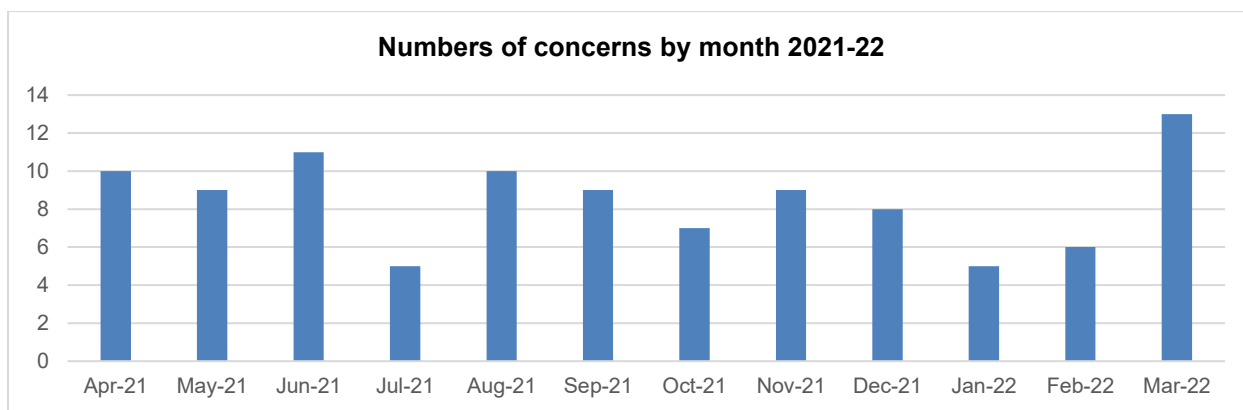
| Division | Diagnostics and Therapies | Facilities and Estates | Medicine | Specialised Services | Surgery | Trust Services | Women's and Children's | Weston |
|----------|---------------------------|------------------------|----------|----------------------|---------|----------------|------------------------|--------|
| Aug 2021 | 26% | 53% | 24% | 37% | 26% | 41% | 29% | N/A |
| Mar 2022 | 51% | 73% | 47% | 60% | 46% | 62% | 50% | 63% |

3. *Increasing the diversity of the FTSU champion network*

To ensure that the Freedom to Speak Up service is reaching as many staff in the organisation as possible, an assessment of the diversity of the 100-strong champion network was undertaken in March 2022. The results show that the network is largely reflective of the UHBW workforce by age, gender and banding – though the network is underrepresented in terms of BAME staff; staff working in B2 and Medical and Dental roles. See appendix 3 for more details.

ASSESSMENT OF CASES

Between April 2021 and March 2022, a total of 102 concerns were raised with the FTSU Guardians, compared to 112 in the previous financial year. The number of concerns raised appears to have stabilised with an average of 25 per quarter – and are more evenly spread across the divisions, though with the division of Weston still reporting more concerns than any other division. As a result, regular monthly meetings with the FTSU champions based at Weston General Hospital have continued to provide extra support to this group of staff.

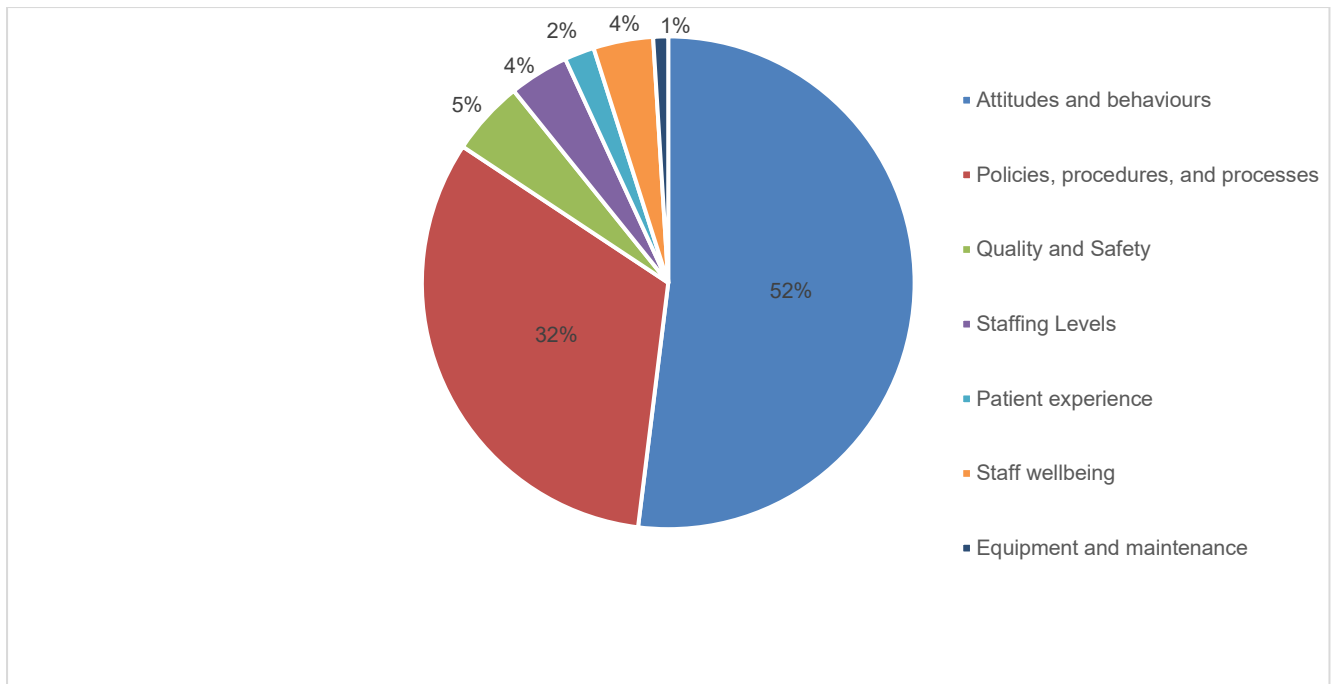


Concerns by division

| Division | Number of concerns | Numbers of full time equivalent staff (at April 2021) | Concerns per 1,000 FTE | Number of FTSU staff champions |
|-------------------------|--------------------|---|------------------------|--------------------------------|
| Diagnostics & Therapies | 6 | 1,201.25 | 5.0 | 9 |
| Medicine | 10 | 1,217.81 | 8.2 | 12 |
| Specialised Services | 5 | 1,081.54 | 4.6 | 9 |
| Surgery | 11 | 1,810.11 | 6.1 | 11 |
| Trust Services | 13 | 1,076.56 | 12.1 | 24 |
| Estates and Facilities | 8 | 838.87 | 9.5 | 4 |
| Weston | 39 | 1,029.85 | 37.9 | 12 |
| Women's & Children's | 10 | 2,170.73 | 4.6 | 18 |

Themes of concerns

Looking at the themes of the concerns raised, the majority relate to attitudes and behaviours as per last year, with 23 (43 per cent) of these containing an element of bullying and harassment, which is an increase from 16 per cent last year. The number of cases relating to quality and safety remains low. Some cases involve different themes, but the overarching theme is recorded as the principal theme in this report.



Within the overarching themes, there are three major themes which reoccur and account for a large proportion of the concerns shared with the FTSU Guardians, as follows:

- Concerns around working culture (including conflict between managers and employee or employee and colleagues, e.g. microaggressions; the lack of a resolution by a manager of issues escalated locally and a lack of action to tackle teams or departments with a 'poor reputation' e.g. those with consistently low staff survey results/high turnover/vacancies/sickness).
- Concerns around pay and reward (including the use of incentivised payments, consistency in their application; late or inaccurate staff pay; fairness of pay and leave allocation across job roles and sites).
- Concerns around fairness and transparency in recruitment processes and how staff are managed (including nepotism/cronyism; drawn out grievance or complaints processes and manager handling of employee performance).

The FTSU Guardians have been working with individuals and teams across the Trust to encourage and influence actions to tackle these common themes. Work is in progress, as follows:

- The Trust is currently conducting a wide-ranging review of additional rates of pay. Extensions to several other historic enhancements are also being reviewed and agreed, along with a number of revised incentive payments where there is continued high demand and/or significant vacancies.
- Work is ongoing to embed the new Trust values and leadership behaviours across the organisation in line with the People Strategy.
- A full review of leadership development across the Trust is underway to enhance the leadership training on offer to managers in the Trust so that managers have the right tools and the skills to manage their people.

- External consultancy firm TCM is working within the Trust to move the organisation to a 'just and learning culture'.
- At the start of the new financial year, guidance around best practice recruitment was released to all recruiting managers.

Concerns by professional group

The FTSU Guardians have received concerns from a broad range of professional groups across the Trust in the year. Most cases were raised by administrative/clerical and nursing staff as per last year, and we have seen more engagement from doctors in the year. Looking at data from the NGO for 2020-21, nurses and midwives account for 28.9% of speaking up concerns, with admin, clerical and maintenance/ancillary staff accounting for 20.8%. It is pleasing to note that staff who speak up are largely comfortable to share their details in confidence with the FTSU Guardians; during 2020/21, only one case was reported anonymously.

| Profession | Total |
|---|--------------|
| Administrative/clerical staff | 40 |
| Nurses | 33 |
| Cleaning/Catering/Maintenance/Ancillary staff | 9 |
| Healthcare Assistants | 8 |
| Allied Health Professionals | 2 |
| Other | 3 |
| Doctors | 4 |
| Midwives | 1 |
| Unknown | 1 |
| Anonymous | 1 |
| Total | 102 |

MEASURING SPEAKING UP CULTURE

There are many metrics to consider when measuring a speaking up culture – two key indicators are feedback from those who have spoken up and feedback from the NHS staff survey.

Feedback from individuals speaking up

Once a case is closed a survey is sent to the person who spoke up asking questions about their experience of the FTSU process and if they would speak up again. When a case is closed by the Freedom to Speak Up Guardian, a confidential, anonymous survey is sent out to capture feedback on their experience and to seek any areas for improvement. Below are some comments and confidential feedback from staff who have used the speaking up services:

"I feel the speak up guardian did try their best, but I am dissatisfied with the response from the Trust"

"I feel the Trust will take things seriously if I do speak up and take things forward when necessary. My only concern would be that my concerns may not have been taken forward if other people in the department hadn't spoken out also"

"It is an essential and valuable service"

"I find it hard to believe that I went through the incidents I needed to speak up about, and then writing it all out, sharing it, all that anxiety only to realise that this was going to be a really bad career choice. I work in a small specialty and now work elsewhere but will have a professional relationship with the team for the foreseeable. The scope of the freedom to speak up work is within the trust, and I suppose if I had stayed I would be protected by that, but as someone who left, there was chance my career would be impacted."

"I feel it is important to speak up if something is not right."

"I think people are frightened to speak up because they feel their problem may be trivialized or not believed. I certainly felt like that before and so the problem continued for a long time, resulting in my leaving the post. I was met with kindness and compassion from the freedom to speak up team."

"I actually now feel empowered to speak up when I know there's a problem because the FTSU process has really shown that change can happen, even in a department that's been poorly managed for so long with systemic issues."

A total of 17 staff completed the survey in 2021/22. Of these, 15 answered 'yes' to the question "would you speak up again?"; 1 answered 'no' and 1 answered 'I don't know'.

Respondents are also asked to provide data on their protected characteristics so that we can better understand who is speaking up via the FTSU Guardians. Given the low response rate, the data does not reflect the reach of the service and has been withheld from this report to protect the identity of the respondents.

In the year, two individuals noted they had suffered detriment because of speaking up. The NGO states that there should be visible action on detriment for speaking up wherever this is reported. Work to update the FTSU policy to include a procedure for cases of detriment to be investigated is underway.

NHS staff survey feedback

The annual NHS staff survey contains questions on the NHS People Promise theme of 'we each have a voice that counts', and specifically four questions which reflect how staff feel about raising concerns in their organisation. There is a mixed picture here. While UHBW continues to score above the average figure for other acute/acute and community Trusts on all the questions, there is a decrease in confidence around staff feeling their concerns would be addressed and feeling safe to raise concerns compared to 2020, and this is reflected nationally. In the NGO survey of Guardians conducted in 2021, 62.8% of respondents said their organisation had a positive culture of speaking up, down five percentage points compared to the 2020 result.

| Staff Survey questions related to raising concerns (% agreeing / strongly agreeing with the following statements): | 2020 UHBW | 2021 UHBW | Average for acute / acute and community Trusts (2020 score) |
|---|-------------------|-----------|--|
| I would feel secure raising concerns about unsafe clinical practice | 73.5 | 74.8 ▲ | 73.6 (71.7) |
| I am confident that the organisation would address concerns about unsafe clinical practice | 63.5 | 59.9 ▼ | 57.8 (59.2) |
| I feel safe to speak up about anything that concerns me in this organisation | 69.6 | 66.4 ▼ | 60.8 (64.9) |
| I feel organisation would address any concerns I raised | Not asked in 2020 | 53.1 | 48.3 |

LEARNING AND IMPROVEMENT

Managers/leaders are asked to identify the changes made, lessons learnt and any transferable learning that results from FTSU concerns. They are responsible for ensuring the implementation of the learning relevant to their service area and for sharing transferable learning within appropriate forums/structures. The FTSU Guardians share themes and overall learning from cases with the Board/People Committee, Speaking Up summit partners (currently paused) and, since May 2022, with the People and Education Group, with a focus on thematic analysis and raising awareness of concerns with the wider HR community.

The series of Speaking Up Summits initiated by the FTSU Guardians, where individuals from across the Trust with an interest in encouraging the voice of staff (e.g. Heads of HR, Organisational Development, Staff Side, Patient Safety, Education), has been paused while work, led by the Organisational Development team, on culture considers what steps are required to drive forward improvement work.

Nationally, the NGO publishes Speaking Up reviews, which identify learning from organisations where the NGO has received information to suggest that speaking up had not been handled in accordance with good practice. The FTSU Guardians review the findings from speaking up cases published by the NGO for learning and have recommended the following actions for the Trust:

- Taking steps to promote a culture of visible and accessible leadership (**all leaders**)
- Reviewing the effectiveness of the programme of work to challenge unwanted and/or unprofessional behaviours (**Organisational Development**)
- Promoting and facilitating the use of mediation where appropriate and increasing capacity for mediation (**HR**)
- Aligning HR policies with new external resolution framework to ensure they are fair and supportive of all workers (including those speaking up) and have the confidence of its workforce, including effective training for workers in HR (**HR**)

- Taking appropriate steps to ensure matters arising from cases of speaking up are investigated within reasonable timescales and without undue delay (**FTSU Guardian – completed: ‘Escalation of FTSU concerns standard operating procedure’ updated to include timescales for investigation**)
- Updating FTSU policy to put in place procedure that would enable cases of detriment to be investigated effectively when they are reported (**FTSU Guardian**)

Most of these actions are still work in progress.

PRIORITIES FOR 2022/23

Updates on progress against the outstanding actions from the last financial year (above), and additional priorities for 2022/23 as identified below, will be included in quarterly reports to SLT and Board, and the People and Education Group:

- Create a template to support managers in both structuring their response to colleagues speaking up through the guardian route and for sharing learning.
- Complete a FTSU (Pulse) survey with all staff in the Trust to assess awareness of FTSU and feedback on the speaking up culture.
- Complete the FTSU review tool for NHS trusts and foundation trusts (last completed in June 2018) once the updated review tool is published by the NGO, which is imminent.
- Refresh the FTSU strategy after completion of the Board Self Review to link with key themes set out in the new People Strategy around inclusion and belonging; looking after our people; and new ways of working (developing compassionate and inclusive leaders).
- Link with the Patient First programme to change the Trust’s approach to listening to staff about concerns and opportunities for improvement.

Conclusion

- The Board is asked to consider and comment on the themes, trends and issues arising from this report.

Appendix 1: Progress against the three objectives of the Freedom to Speak Up Strategy

| | Data 2021/22 | Description of changes in year and proposed areas of focus | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--|---------------------------|---------------------------------------|------------|----------------------------|------------------------|----------------------------|------------------------|-------------------------------|------------|-----------------------|------------|---|------------|------------------------------|------------|---|------------|--|------------|--------------------------------------|------------|----------------------|------------|----------------------------|------------|--------------------------|------------|-----------------------------|------------|--------------------------------|------------|----------------|------------|---------------------------|------------|-------------------------------|-------------------------|---|
| Awareness | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Compliance with corporate induction training | <table border="1"> <thead> <tr> <th>Division</th> <th>Diagnostics and Therapies</th> <th>Facilities and Estates</th> <th>Medicine</th> <th>Specialised Services</th> <th>Surgery</th> <th>Trust Services</th> <th>Women's and Children's</th> <th>Weston</th> </tr> </thead> <tbody> <tr> <td>Mar 2022</td> <td>51%</td> <td>73%</td> <td>47%</td> <td>60%</td> <td>46%</td> <td>62%</td> <td>50%</td> <td>63%</td> </tr> </tbody> </table> | Division | Diagnostics and Therapies | Facilities and Estates | Medicine | Specialised Services | Surgery | Trust Services | Women's and Children's | Weston | Mar 2022 | 51% | 73% | 47% | 60% | 46% | 62% | 50% | 63% | 20% increase in compliance against mandatory Speak Up training between August 2021 (first month of monitoring) and March 2022. | | | | | | | | | | | | | | | | | | | | |
| Division | Diagnostics and Therapies | Facilities and Estates | Medicine | Specialised Services | Surgery | Trust Services | Women's and Children's | Weston | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar 2022 | 51% | 73% | 47% | 60% | 46% | 62% | 50% | 63% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of updates to staff and other workers in the Trust about speaking up | <table border="1"> <tbody> <tr><td>F1 and F2 training - 2 sessions</td><td>07/04/2021</td></tr> <tr><td>Bite sized training for grad trainees</td><td>12/05/2021</td></tr> <tr><td>Weston managers HR surgery</td><td>05/05/2021</td></tr> <tr><td>Weston managers HR surgery</td><td>07/05/2021</td></tr> <tr><td>Cardiac services team meeting</td><td>08/06/2021</td></tr> <tr><td>Finance team briefing</td><td>07/07/2021</td></tr> <tr><td>Specialised Services divisional workforce meeting</td><td>07/07/2021</td></tr> <tr><td>St Michael's matrons meeting</td><td>30/09/2021</td></tr> <tr><td>Women's and Children's Divisional Board</td><td>01/10/2021</td></tr> <tr><td>BDH walkround</td><td>13/10/2021</td></tr> <tr><td>Womens and childrens workforce board</td><td>26/10/2021</td></tr> <tr><td>Clinical trials unit</td><td>02/12/2021</td></tr> <tr><td>Central Delivery Suite B7s</td><td>02/12/2021</td></tr> <tr><td>Community midwifery team</td><td>21/12/2021</td></tr> <tr><td>Junior doctors forum Weston</td><td>26/01/2022</td></tr> <tr><td>Digital Services team briefing</td><td>01/03/2022</td></tr> <tr><td>SBCH walkround</td><td>08/03/2022</td></tr> <tr><td>Medical records walkround</td><td>17/03/2022</td></tr> <tr><td>International nurse induction</td><td>Ongoing since Sept 2021</td></tr> </tbody> </table> | F1 and F2 training - 2 sessions | 07/04/2021 | Bite sized training for grad trainees | 12/05/2021 | Weston managers HR surgery | 05/05/2021 | Weston managers HR surgery | 07/05/2021 | Cardiac services team meeting | 08/06/2021 | Finance team briefing | 07/07/2021 | Specialised Services divisional workforce meeting | 07/07/2021 | St Michael's matrons meeting | 30/09/2021 | Women's and Children's Divisional Board | 01/10/2021 | BDH walkround | 13/10/2021 | Womens and childrens workforce board | 26/10/2021 | Clinical trials unit | 02/12/2021 | Central Delivery Suite B7s | 02/12/2021 | Community midwifery team | 21/12/2021 | Junior doctors forum Weston | 26/01/2022 | Digital Services team briefing | 01/03/2022 | SBCH walkround | 08/03/2022 | Medical records walkround | 17/03/2022 | International nurse induction | Ongoing since Sept 2021 | <p>Face to face contact continued to be impacted by the pandemic – so more focus on virtual meetings.</p> <p>Monthly meetings for the Weston champion network continued in 2021/22.</p> <p>Despite operational pressures, in-house training of staff champions took place in April, June, July, September, October, December and February – supported by the psychological services team.</p> <p>Programme of presentations and walkround by FTSU Guardians to continue in 2022/23.</p> |
| F1 and F2 training - 2 sessions | 07/04/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bite sized training for grad trainees | 12/05/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Weston managers HR surgery | 05/05/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Weston managers HR surgery | 07/05/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cardiac services team meeting | 08/06/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finance team briefing | 07/07/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Specialised Services divisional workforce meeting | 07/07/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| St Michael's matrons meeting | 30/09/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Women's and Children's Divisional Board | 01/10/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BDH walkround | 13/10/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Womens and childrens workforce board | 26/10/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Clinical trials unit | 02/12/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Central Delivery Suite B7s | 02/12/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community midwifery team | 21/12/2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Junior doctors forum Weston | 26/01/2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Digital Services team briefing | 01/03/2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SBCH walkround | 08/03/2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Medical records walkround | 17/03/2022 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| International nurse induction | Ongoing since Sept 2021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Response to annual 'snapshot' survey relating to awareness of Speaking Up (targeted also to volunteers, agency workers, students and trainees) | Annual survey stood down due to Values survey work in 2021. | Pulse survey for 2022/23 to measure impact of speaking up. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | |
|---|---|----|--|
| Number and location of Freedom to Speak Up staff champions across the Trust | Diagnostics & Therapies | 9 | Number of staff advocates increased from 80 to 99 in the year – champions are in all sites across the Trust. 44 champions trained in year. Aim to train remaining champions in 2022/23 and continue to recruit to replace staff turnover – with a focus on further increasing the diversity of the champion network. |
| | Medicine | 12 | |
| | Specialised Services | 9 | |
| | Surgery | 11 | |
| | Trust Services | 24 | |
| | Estates and Facilities | 4 | |
| | Weston | 12 | |
| | Women's & Children's | 18 | |
| Confidence | | | |
| Number of cases raised through the Raising Concerns phone line, email address and directly with the FTSU Guardian | 102 | | Slight decrease in number of concerns raised compared to 2021/22. Number of concerns raised in Weston division remained higher than other divisions, but lower than previous year: 39 in 2021/22 compared with 56 in 2020/21 |
| Number of case studies completed and shared | One existing case study published by the National Guardian's Office: Supporting student nurses to speak up - National Guardian's Office | | Two champion stories focused on positive change shared. Aim for 2022/23 to complete a further case study and story of positive change. |
| Response to question in annual 'snapshot' survey relating to confidence in Speaking Up | N/A | | NHS Staff Survey shows a decline in staff feeling safe to speak up about anything that concerns them from 69.6% in 2020 to 66.4% in 2021. |
| Timelines for cases | 102 opened in year 92 closed including 4 longstanding concerns from previous financial year 20 remain open into the new financial year | | Escalation protocol created to involve executive support in resolving 'stuck' concerns. |
| Feedback from those who have raised concerns (i.e. whether they would speak up again) | 17 feedback forms returned from individuals who raised concerns and whose concerns were closed in the year. | | New secure online feedback form created to improve access to providing confidential feedback. |
| Supporting leaders and managers | | | |
| Take up of management (behaviours) training by division | No corporate management or leadership training took place in year due to the continued impact of Covid-19. | | Recommendation remains to support investment in corporate management and development training for new and existing managers at all levels and from all backgrounds and experiences to understand their roles and responsibilities as managers |
| Prevalence of 'hot spot' areas identified through Happy App data and annual Staff Survey | 'Hot spot' areas identified through the Staff Survey, but no triangulation in year with data from summit partners. | | Formation of a 'Culture Group', led by Organisational Development, in 2022/23 to triangulate data and support actions to address hot spot areas. |

Appendix 2: Corporate communications around speaking up



See **Share** **Change**

SPEAK UP LISTEN UP FOLLOW UP
MAKE YOUR #SPEAKUPPLEGE

Speak Up month in October is an opportunity to raise awareness of how much we value speaking up in our organisation.

To make speaking up business as usual it is essential that when people speak up, they are listened to, and that learning and improvement happens as a result. We all have a role to play in creating this culture at UHBW.

What can you do?

- Complete your mandatory Speak Up training on Kalidius or ESR** – which describes what speaking up is and why it is important. Managers can also complete 'Listen Up' training. This module focuses on listening and understanding the barriers to speaking up.
- Make a Speak Up Pledge**
We all have a role to play in developing a culture where people feel able to speak up, feel confident they will be listened to, and that action will follow for learning and improvement. What is your pledge to support this? Email your pledge to: raisingconcerns@uhbw.nhs.uk.
- Fill out the annual NHS Staff Survey**
Share your views on how it feels to work at UHBW.
- Take time to reflect on the challenges we face at work**
Join the next Schwartz Round on Wednesday 13 October, 12.30-1.30pm on the theme 'If only people knew...' To register contact: schwartzrounds@uhbw.nhs.uk
- Become a Freedom to Speak Up champion!**
Freedom to Speak Up champions support the Guardian to help UHBW to become a more open and transparent place to work, where all staff are actively encouraged to speak up safely. The next champion training session takes place on **Friday 22 October, 9.00-12.30pm** (face to face in Bristol). For more information contact raisingconcerns@uhbw.nhs.uk or call 0117 34 22889.

If you have a concern that you can't speak to your manager about, please contact any one of the Freedom to Speak Up champions or the Freedom to Speak Up Guardian on 0117 34 22888 or via raisingconcerns@uhbw.nhs.uk

Dear all,

October is 'Freedom to Speak Up Month,' which provides an opportunity to raise awareness of how much we value speaking up at UHBW. To find out more about how you can get involved go to [Speak Up month 2021](#).

UHBW Knowledge and Library Services have put together a reading list of materials, including books, ebooks, subscribed journal articles, and synthesised evidence summary (attached). We hope you enjoy reading, and please let us know if you need any further information.

Books in the library (Bristol and Weston):

Exposing the Truth : Whistleblowing Uncovered - Nick Inge
Whistle in the Wind: Life, death, detriment and dismissal in the NHS. A whistleblower's story - Peter Duffy
NHS Dirty Secrets: Bullying, Cover-ups, Discrimination, Favouritism, Whistleblowing - John England
Whistle-blowing in Organisations by Marcia P Miceli (2008).

Available as an ebook (log in via OpenAthens)

Crisis of Conscience : Whistleblowing in an Age of Fraud - Tom Mueller <https://ebookcentral.proquest.com/lib/uhbristolnhs/detail.action?docID=5829143>
Speaking Truth to Power - Anita Hill <https://ebookcentral.proquest.com/lib/uhbristolnhs/detail.action?docID=6077849>
The Ethics of Whistleblowing - Eric R. Boot <https://ebookcentral.proquest.com/lib/uhbristolnhs/detail.action?docID=5763507>
The Whistleblowing Guide : Speak-Up Arrangements, Challenges and Best Practices - Kate Kenny, Wim Vandekerckhove, and Marianna Fotaki <https://ebookcentral.proquest.com/lib/uhbristolnhs/detail.action?docID=5761057>
Whistleblowing and Ethics in Health and Social Care - Angie Ash <https://ebookcentral.proquest.com/lib/uhbristolnhs/detail.action?docID=4523839>



Creating a positive speaking up culture for staff wellbeing



Meet Tina Nolan, Radiotherapy Administrator and Freedom to Speak Up advocate. Here Tina describes why she decided to help support her department to improve its culture and some of the actions Tina and her colleagues are taking to bring about positive changes.

To find out more contact tina.nolan@uhbw.nhs.uk or call 0117 34 21889

Why did you decide to become a Freedom to Speak Up advocate?
I joined the radiotherapy team in January 2018 and, have to admit, I was not aware of Freedom to Speak Up what it was about at that time. I had come from a large corporate company where my roles were many and varied, but overarching all these roles was my people focused approach. After I attended the first Trust 'all staff meeting' I felt that, whilst it was a useful measure of how staff were feeling in general, it could be even more effective if each department could look at the issues and concerns affecting their team. I approached the Head of Department and suggested that we invite each individual section within radiotherapy to attend a mini staff forum, which was positively received. I organised and facilitated seven individual sessions and included all the departments within radiotherapy. The staff were open and honest at the sessions. I believe they saw me as an objective and neutral person, so felt comfortable to express their frustrations and concerns openly as well as offer possible solutions and ideas. A summary of the session outputs was put together and I presented this to the management team and distributed this to the staff. An action plan was developed, with both short, mid, and longer term plans for rollout. One of the shorter term projects we took on was that of the 'ideas tree'.



What changes have you made to help improve wellbeing and your speaking up culture?

In the last year 60 ideas/suggestions have been pinned on our ideas tree: 60% of them have been resolved or have been moved into wider Trust initiatives. The remaining are either new or pending the COVID restrictions being lifted. There has been a range of ideas from large to small, for example:

- providing dedicated 'spill boxes' so that all necessary equipment is on hand in one place, which saves a lot of wasted time.
- installing equipment dispensers for staff working with the radiotherapy treatment Linacs.

Creating a positive speaking up culture for staff wellbeing



Jordyn Read is a Specialist Cystic Fibrosis Dietician, Freedom to Speak Up and Wellbeing advocate. Here Jordyn describes why she took on the two advocate roles and how she is helping to support her department to improve its culture.

To find out more contact jordyn.read@uhbw.nhs.uk or call 0117 34 27300

Why did you decide to become a Freedom to Speak Up advocate?
I initially heard about Freedom to Speak Up and the advocate role at a divisional staff forum meeting. Because of my role as a Staff Forum representative, some individuals had already mentioned situations when they felt unable to speak up – for a number of reasons – including lack of confidence or concerns that this may impact on their position or future prospects. I wanted to learn how to best support them. I felt that becoming an advocate would be beneficial for my department to help raise awareness of the support out there. It was also a good fit with the wellbeing advocate role.

How have you raised awareness of your advocate roles within the department?
I started by putting up Freedom to Speak Up posters in the office (and on the backs of toilet outside doors where people can read information without fear of being judged), creating a Speaking Up and Wellbeing display in the corridor, and adding the FTSU and Wellbeing advocate banners to my email. I also discussed these roles in department meetings and sent out emails highlighting FTSU and wellbeing support which helped to get people talking about it in the office. It was really useful to have our department lead on board for support.



What changes have you made to help improve wellbeing and your speaking up culture?
Before introducing any new ideas to the whole team, I discussed a few options with a fellow colleague and advocate which was really helpful to gain more support and also to get feedback on what might or might not work. In the last few months we've launched:

- The Positive Peacock box** – staff anonymously post notes of appreciation or ideas and suggestions into this eye catching box. The notes are read out every week at the team meeting – this has really helped to positively boost morale, celebrate and recognise success, and make people feel even more valued. The ideas and suggestions have allowed staff to feel more able to speak up and make suggestions for improvements or changes. There is a feedback loop whereby every idea is discussed no matter how big or small, then logged and monitored.

University Hospitals Bristol and Weston NHS Foundation Trust
Yesterday at 13:07

As part of #FreedomToSpeakUpMonth, outpatients manager, Terri Ezotbi has shared his #SpeakUpPledge:

"I pledge to take action so staff feel heard and feel free to raise suggestions and comments – knowing that even if something is not possible, their concerns or any relevant issues raised will be discussed and looked into."

Terri and his team have brought in a number of simple practices to help staff speak up and feel listened to. Initiatives include a suggestions box, a wellbeing board and one to one sessions with colleagues.

Terri told us a bit more about their wellbeing box: "We've created a wellbeing box with two slots – one for appreciation or thank you, and the other for ideas or suggestions. The notes are read out during safety briefings hence making people feel valued and appreciated."

"The ideas and suggestions have helped with making improvements or implementing changes that promote staff wellbeing. It has also given the staff another outlet to speak up and be able to make suggestions so their feelings are aired. They can always anonymously drop a comment in the box or write about how they feel about anything in the department and we will be sure to look into it, discuss at safety briefings and put an action in place."

"We are proud of what we have achieved so far with the involvement and hope to extend this to all the various other specialities involved in the department."

#TeamUHBW



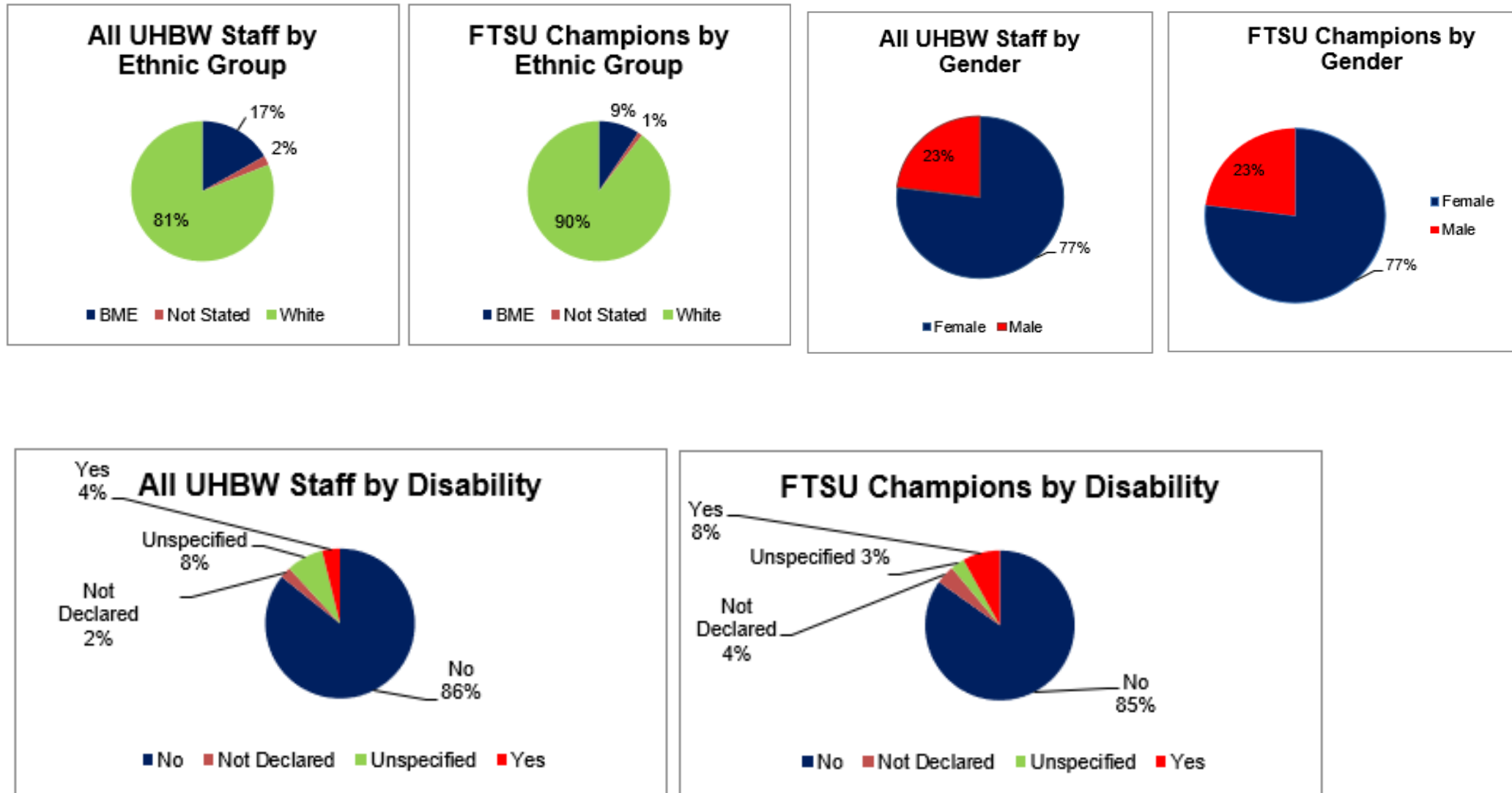
I pledge to ...

I will spread the work about the Speak Up training so all staff understand they have a voice and they will be heard!

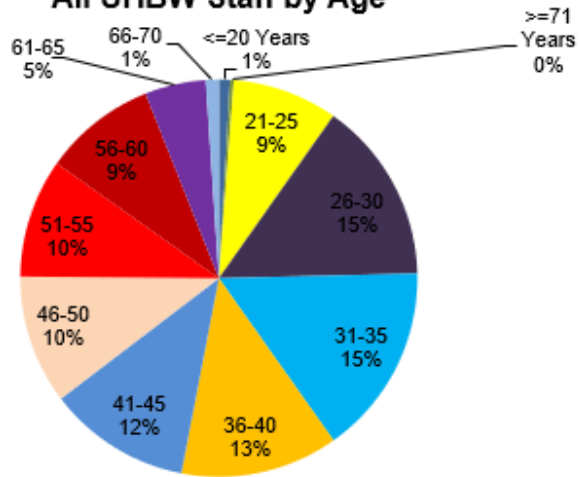
Darren Lewis
Deputy HR Business Partner
Women's & Children's Division

#SpeakUpPledge

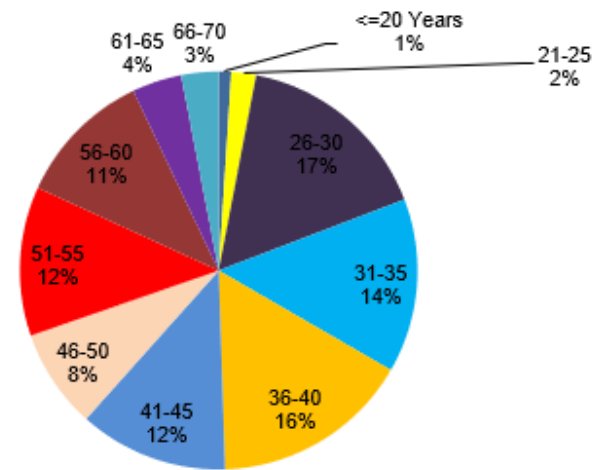
Appendix 3: Breakdown of diversity of FTSU staff champions compared to UHBW staff overall



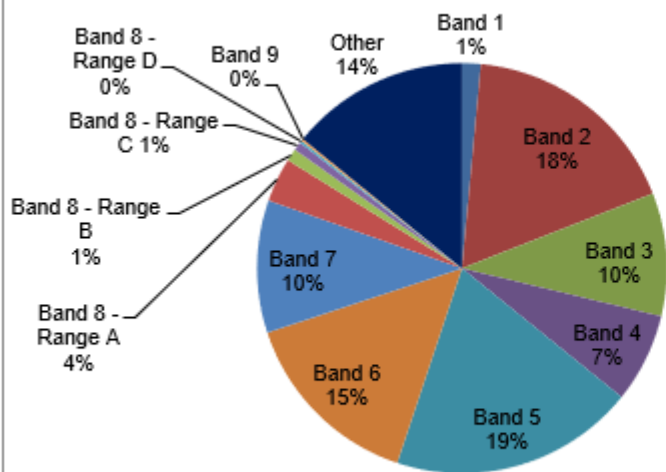
All UHBW Staff by Age



FTSU Champions by Age



All UHBW Staff by Pay Band



FTSU Champions by Pay Band

