

Meeting of the Board of Directors on 29 October 2020 in the Conference Room, Trust Headquarters

Report Title	Freedom to Speak Up Q2 2020/21 Update Report
Report Author	Eric Sanders, Freedom to Speak Up Guardian
Executive Lead	Eric Sanders, Freedom to Speak Up Guardian

1. Report Summary	
To update the Board on the work of the Freedom to Speak Up Guardian.	
2. Key points to note <i>(Including decisions taken)</i>	
<ul style="list-style-type: none"> The focus over the period has been on managing concerns, preparing for Speak Up month, establishing a training programme for the staff advocates and setting up a speaking up summit. There has been a further increase in the number of concerns raised, with 32 received in Quarter 2. The majority of concerns continue to relate to Attitude and Behaviours (14) with half of these including an element of bullying and harassment Concerns have come from all areas of the Trust but the majority have been raised within the Weston Division (15). The rate of concerns per 1000 FTE is over 10 in the Weston Division compared with approx. 3 or less in other divisions. 	
3. Risks If this risk is on a formal risk register, please provide the risk ID/number.	
The risks associated with this report include: <i>None identified</i>	
4. Advice and Recommendations <i>(Support and Board/Committee decisions requested):</i>	
<ul style="list-style-type: none"> This report is for INFORMATION The Board is asked to NOTE the report 	
5. History of the paper Please include details of where paper has <u>previously</u> been received.	

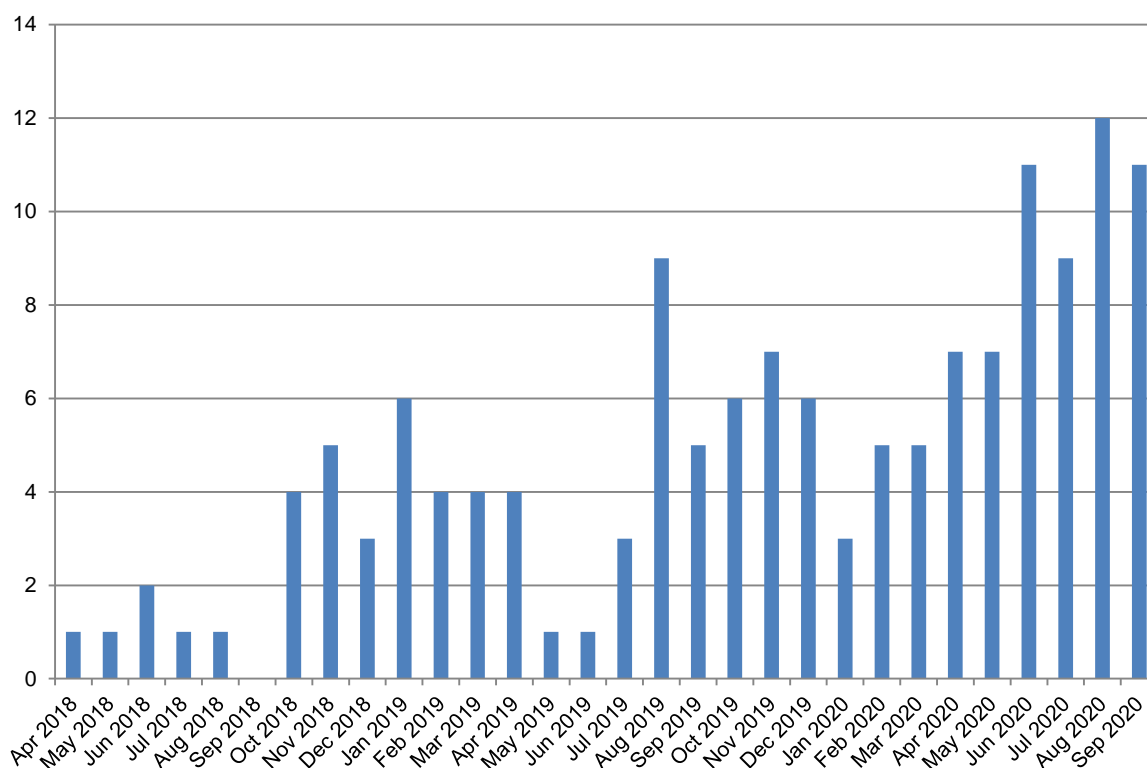
Q2 Freedom to Speak Up Report

1. Introduction

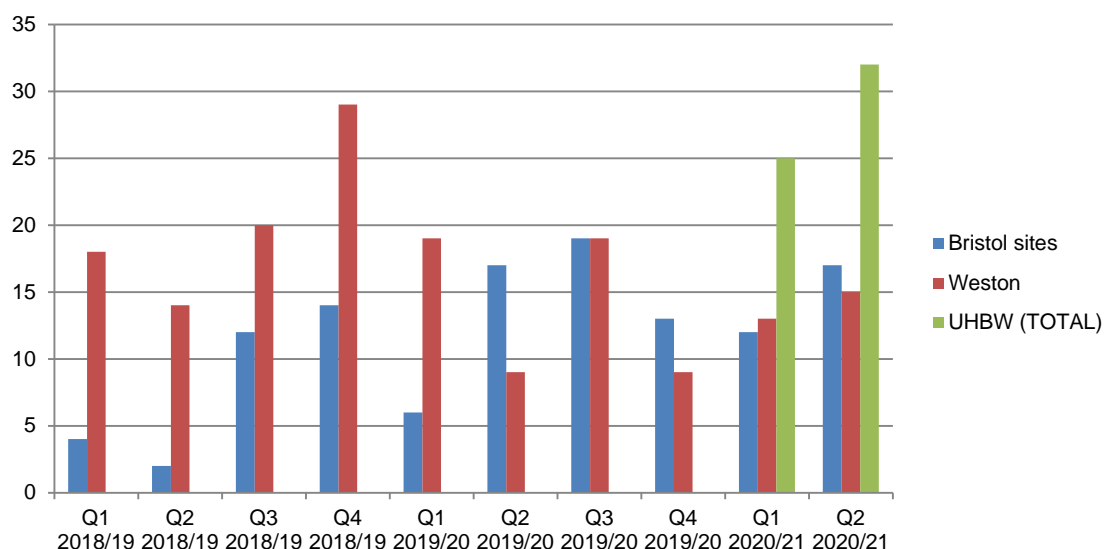
- 1.1. Freedom to Speak Up activity has increased again in the second quarter of the year – up from 25 concerns raised in Q1 to 32 concerns raised in Q2. As per Q1, just under half of the concerns in the quarter (15) have been raised in the division of Weston.
- 1.2. The Guardian is now supported by 72 advocates from across the Trust (up from 36 in October 2019). There was an increase in the number of advocates in the Weston division over the quarter as many of the former bullying and harassment ambassadors from Weston joined the advocate network.
- 1.3. There have been more opportunities to promote speaking up in the quarter by linking in with a campaign from the National Guardian's Office (Speak Up month) aimed at raising awareness throughout October of the work going on in organisations to make speaking up business as usual.

2. Numbers and themes of concerns

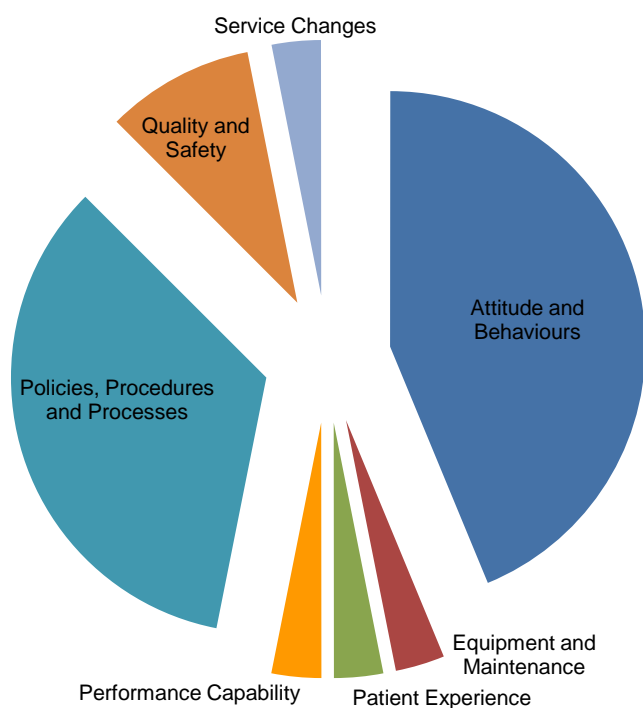
- 2.1. In relation to the number of concerns that have been raised, the graph below provides data by month from April 2018. This shows the continued increase in the overall number of cases. The current total number of concerns at the end of Q2 (57) surpasses the total number of cases received in the last financial year (55).



- 2.2. The chart below shows the numbers of concerns raised each quarter since Q1 2018/19 and the comparative number of concerns raised in Weston. This shows the historically higher number of concerns raised in Weston, and that the number of concerns raised from Bristol sites has remained fairly stable.



2.3. As per previous quarters, the majority of cases relate to attitude and behaviours (14) with seven of these cases including an element of bullying and harassment (22 per cent of all concerns). The next highest category relates to policies and procedure (11) followed by quality and safety (3). Nationally in 2019/20, 36 per cent of cases raised with Freedom to Speak Up Guardians included an element of bullying and harassment and 23 per cent an element of patient safety/quality.



2.4. Below is the breakdown of concerns measured against the FTE (permanent and fixed term temporary staff) and by number of advocates to allow for a more accurate comparison across the divisions:

Division	Number of concerns	Concerns per 1000 FTE (FTE at April 2020)	Number of FTSU staff advocates
Diagnostics & Therapies	2	1.9	6
Medicine	1	2.8	7
Specialised Services	3	2.9	10
Surgery	3	1.7	6
Trust Services	3	3.6	16
Estates and Facilities	2	2.8	3
Weston	15	10.5	12
Women's & Children's	3	1.5	12

2.5. The breakdown by staff group below shows the same professions are reporting concerns this quarter as last quarter.

	Number of concerns	
Profession	Q2	Q1
Administrative/clerical staff	13	5
Allied Healthcare Professionals	3	7
Cleaning/Catering/Maintenance/Ancillary staff	4	2
Nurses	11	9
Healthcare Assistants	1	2

2.6. In the 2019/20 National Guardian's Office Freedom to Speak Up annual report, nurses continued to account for the biggest portion (28 per cent) of cases raised with Freedom to Speak Up Guardians. Administrative and clerical workers accounted for the next biggest portion (19 per cent), AHPs (13 per cent), healthcare assistants (8 per cent), doctors (6 per cent) and midwives (2 per cent). Nationally fewer than 1 per cent of concerns were raised by dentists.

2.7. Individuals who raise concerns continue to be satisfied with the process and would speak up again if the need arose. Individuals who have raised concerns are now sent a short feedback form to comment on the speaking up process once their concern is closed.

2.8. Of the 32 cases raised in Q2, 15 were closed. A further seven cases remain open from earlier in the year. One case was raised anonymously.

3. Progress against the Freedom to Speak Up Strategy

Work continues to deliver the three objectives of the strategy:

Raising awareness

- 3.1. October is Speak Up month – an opportunity to continue to build awareness of speaking up at UHBW as part of a national campaign, supported by the National Guardian's Office. The campaign – #SpeakUpABC – will see 26 individuals (including UHBW staff advocates, other members of staff and our partners) share short quotes on what speaking up means to them. With limitations around face to face contact this year, awareness raising will be mainly online via social media and internal communications. Walkarounds by the Guardian will be kept to a minimum, however the 72 advocates across the Trust will be encouraged to share online materials, promote and talk about speaking up in their areas.
- 3.2. Twelve of the 72 advocates have completed a diversity and inclusion monitoring form for the purpose of understanding whether the network is reflective of our staff. The Guardian will continue to work with the advocates to gather this information and identify groups who are not represented in the network and may not be using the Freedom to Speak Up route as a result.
- 3.3. A second annual 'snapshot' survey about awareness of and attitudes towards speaking up (see Appendix 1) was circulated between June and August. Just over 300 responses were received from staff in all divisions (19 per cent from Diagnostics & Therapies down to 5 per cent from Estates and Facilities). The majority of responses were from admin/clerical staff (40 per cent), followed by nursing staff (25 per cent), AHPs (24 per cent), and doctors (7 per cent). The results of the survey were similar to last year in terms of levels of awareness of speaking up, though slightly higher for confidence in managers to hear concerns. A higher number of responses provided a much richer source of feedback, particularly around suggestions for improvements.
- 3.4. The key findings were as follows:
- 85 per cent of respondents had heard of speaking up and 75 per cent felt they could raise a concern with their line manager. Reasons for not raising concerns with managers included: manager not listening or not taking concern seriously; nothing changing as a result; not having the relationship; blame and bullying culture; manager not having the skills to address concern.
 - Around 80 per cent felt that they work in an environment that supports speaking up either completely or to some extent. Suggestions to improve the speaking up culture at UHBW included:
 - tackling hierarchy
 - training for managers (particularly on how to handle poor behaviours including bullying and harassment)
 - managers respecting confidentiality
 - sanctions for continued poor behaviour
 - improved responsiveness to issues
 - changing culture in clinical roles away from 'not making a fuss'
 - senior managers leading by example
 - positive response to concerns.
 - 35 per cent of the respondents said they managed staff at the Trust. Of these respondents – over 90 per cent agreed or strongly agreed that they would know what to do if a staff member raised a concern; that they would respond positively to a concern raised with them and feedback to staff when issues have been resolved.

- Responses from managers around whether there is a clear process for resolving issues and whether they felt supported to deal with issues were more mixed.
- Of the 65 per cent of respondents who were not managers – 60 per cent agreed or strongly agreed that their managers responded positively to concerns. 56 per cent agreed or strongly agreed that their managers provided feedback on concerns or issues raised.

Building confidence

- 3.5. The first in-house training session for Freedom to Speak Up staff advocates took place on 15 October with seven advocates in attendance. The session, which ran in collaboration with the psychological health services team, was set up to provide a basic level of training for advocates. Once feedback from the first session has been received, the aim is to run training sessions monthly for the next six months in Bristol and Weston. This should ensure all the advocates have received the same basic training and have the skills they need to be able to effectively support staff.
- 3.6. The role of the Guardian is about being reactive to concerns but also proactive to support cultural change within organisation. In the quarter, two 'speaking up summits' were held to bring together individuals within the Trust whose key role is giving staff a voice. This included the Head of Patient Safety, JUC Chair, Guardian of Safe Working, Head of Employee Relations, Workplace Psychological Wellbeing Lead, Organisational Development (OD) Facilitator and Associate Director of Education.
- 3.7. The group discussed 10 'worry areas' in the Trust based on concerns raised via speaking up. Data is being gathered to determine whether case volumes are high in the areas of concern. This includes case volumes linked to grievances, bullying and harassment, disciplinary cases and incidences of short and long term sickness, alongside any workplace reviews and OD interventions carried out in these areas. This work may identify other areas of concern.
- 3.8. Key barriers to making improvements in worry areas discussed by the group included the following comments, which drew parallels with the feedback from staff gathered through the survey:
- not addressing concerns quickly enough (particularly around poor behaviours/bullying)
 - culture of medical staff not raising concerns formally
 - interventions not seeing lasting change
 - managers not having the training or willingness (to hear and positively deal with concerns when they are raised)
 - lack of time for managers to undertake training
 - poor communication routes in the Trust.
- 3.9. Members of the summit agreed management training and development was essential for staff taking on or progressing into management roles. Actions from the summit included widening the data gathering exercise areas to include spikes in junior doctor exception reporting; areas where issues have been escalated from clinical placements or apprenticeships; areas where employees are accessing Care First; feedback from Happy App data and key staff survey data. The group agreed to a look back on a couple of areas with historic issues to try to determine the triggers.

- 3.10. The next steps for the group would be to link with HR Business Partners to share this data and identify what changes need to be made organisation-wide (in line with the Trust People Plan) to work together to enact lasting change.
- 3.11. As part of the strategy to improve understanding of the speaking up role, one further case study has been developed from a recent concern in partnership with the parties involved (see Appendix 2). This case study focuses on a concern raised by a clinical member of staff about how long the endoscopy theatres should be left before they could be safely cleaned. While there was a standard operating procedure in place, it was confusing and the key information about downtime was not simply conveyed. By speaking up the individual was able to get clear guidance in place and ensure they and colleagues were following the right process. The case study will be circulated to staff through internal communications channels and through the advocate network.
- 3.12. In terms of monitoring the quality of the speaking up process at the Trust, feedback forms have been sent to individuals who have spoken up, only two have been returned. The feedback form also includes the opportunity for individuals to share diversity information to enable monitoring of the reach of the service. Too few have been received to date to be useful for this purpose.

Training and support for managers and leaders

- 3.13. The speaking up summit, like the internal audit completed in July 2020, identified that work is required to improve leadership and management training at the Trust (the internal audit recommended the Trust look to deliver more training to managers on how to appropriately manage concerns). The Associate Director of Education will review training packages and their objectives when a new training lead is in post to ensure training is dynamic and meets the needs of different staff groups. Members of the speaking up summit agreed to support to this work.

4. Summary of learning

- 4.1. A summary of the learning for the Trust from the concerns raised in Q2 includes:
- Clarity around policies and processes – the need to clearly communicate the purpose of a policy or process and accountability for compliance (and when/why it may be necessary to divert from it).
 - The need for genuine collaborative working between Bristol and Weston sites following the merger.
 - Ensuring leaders and managers are demonstrating and role modelling expected behaviours.
 - Awareness of the continued impact of coronavirus on workers (in terms of appropriate adjustments, impact on capacity, and stress).

5. Forward look

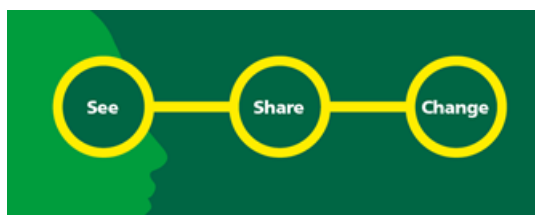
- 5.1. Alongside the work to support staff who are raising concerns and ensure investigations are undertaken in an timely, fair, transparent and objective manner, the Guardian's focus over the next quarter will be on:
- Gathering data from multiple sources on 'worry areas' at the Trust and linking with the HR Business Partners and OD team to plan next steps. Determining 'trigger points' for areas of concerns based on historic examples.
 - Alongside case studies, sharing 'you said, we did' style feedback with advocates and wider staff groups on where speaking up has made a difference, to help build confidence in the process.
 - Reviewing feedback from the first in-house training session for the staff advocate network with a view to rolling it out on a monthly basis.

- Reviewing communication routes to the seldom heard staff groups, i.e. doctors, dentists, midwives.
- Ensuring key messages around speaking up are linked to other corporate initiatives (e.g. the focus on supporting positive behaviours, anti-bullying).
- Continuing to grow, support and develop the advocate network to include staff from seldom heard groups.
- Continuing to engage in the FTSU South West Regional Network, buddying up with regional guardians to share best practice.

6. Recommendation

6.1. The Board is asked to note the contents of the report.

Freedom to Speak Up survey – June 2020



Your answers to this survey will be kept confidential but please do not include any identifiable information in your responses. Thank you

1. Have you heard about 'Freedom to Speak Up'?

Yes	
No	

Speaking up is about being able to raise any concern you may have at work. Examples may include unsafe patient care; unsafe working conditions; lack of, or poor response to a reported patient safety incident; suspicions of fraud or a bullying culture.

2. If you had a concern about something at work, would you feel confident in raising this with your manager/supervisor?

Yes	
No	

If you answered no, can you briefly describe your reasons for this:

3. Do you feel that you work in an environment that supports 'Speaking Up'?

Yes, completely	
Yes, to some extent	
No	

4. Do you have any comments about how we could improve the way we raise concerns about things that happen at work?

Please return this survey by 1 August 2020 via internal mail to:
Eric Sanders, Freedom to Speak Up Guardian, UHBW Trust Headquarters, Bristol

5. Do you manage staff as part of your job role at the Trust?

Yes		Please go to question 6
No		Please go to question 7

6. Only answer this question if you are a manager. If you are not a manager, please go to question 7.
To what extent do you agree or disagree with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
I would know what to do if a member of my staff raised a concern with me						
I respond positively to concerns that are raised						
There is a clear process for resolving issues that my staff raise						
I feel supported to deal with issues my staff have raised						
I feedback to my staff when issues have been resolved						

7. To what extent do you agree or disagree with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
My manager responds positively to concerns and issues that are raised						
My manager provides feedback on concerns and issues that are raised						

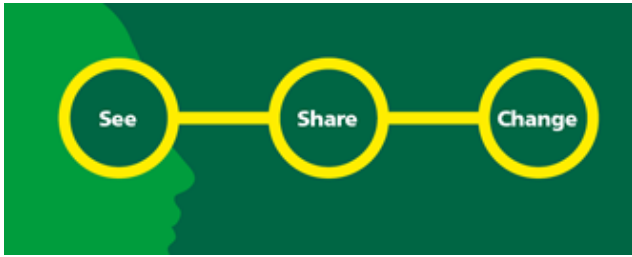
8. Which division do you work for? Diagnostics and Therapies | Medicine | Specialised Services | Surgery | Women's and Children's | Weston | Trust Services | Estates and Facilities

9. And finally, which staff group do you belong to: Administrative/clerical | Allied Healthcare Professionals | Cleaning/Catering/Maintenance/Ancillary | Dentists | Doctors | Nurses

Thank you for sharing your thoughts. If you need any other support or advice there are a number of different groups or individuals in the Trust you can speak to depending on the issue you have, these include our Joint Union Office, Trust Chaplains, staff governors and staff forums as well as Occupational Health and Employee Services.

If you are interested in finding out more about the work of the Freedom to Speak Up Guardian please email raisingconcerns@uhbristol.nhs.uk or call 0117 34 22888

**Please return this survey by 1 August 2020 via internal mail to:
Eric Sanders, Freedom to Speak Up Guardian, UHBW Trust Headquarters, Bristol**



Speaking Up at UHBW

Ensuring safe clinical practice in a pandemic

As the coronavirus pandemic took hold a number of significant changes were made to the way in which our hospitals are run – to ensure the safety of both our patients and staff.

A concern was raised by a clinical member of staff about the theatres where endoscopy procedures are carried out – specifically the length of time the room should be left before it could be safely cleaned following each procedure. The concern was that staff were being told they could clean the rooms almost straight after the procedure had finished, despite the procedure involving a degree of aerosol generation. There was confusion because protocols in other Trusts were different and rooms were being left much longer before being cleaned.

This concern was raised with the individual's line manager, but they only received verbal reassurance about the process and were not given, and could not find, anything written down that outlined the Trust's approach.

The individual approached the Freedom to Speak Up Guardian in confidence. The Guardian then spoke to the divisional director to ask them to explore the issue.

The findings revealed that endoscopy procedures are carried out in two different locations – an operating theatre and an endoscopy room. The rooms have different air handling and this means that the turnaround time is different based on the time it takes for air turnover. In conducting a review the matron recognised that the guidance in place was complicated and wordy and could be better communicated. The guidance was reviewed and changed to ensure it referred to the Infection Control guidance which had been received – significantly, signage was placed on the doors to each of the rooms to communicate visibly and clearly the appropriate turnaround times.

In this case, the individual was concerned for the health and wellbeing of their colleagues and patients and the risk of contracting COVID-19. While there was a standard operating procedure in place, it was confusing and the key information about downtime was not simply conveyed. By speaking up the individual was able to get clear guidance in place and ensure they and colleagues were following the right process.

Eric Sanders, Freedom to Speak Up Guardian



@NatGuardianFTSU



national-guardian's-office

Speak Up Month 2020

Dr Henrietta Hughes OBE FRCGP

National Guardian for the NHS

@NatGuardianFTSU



**National
Guardian**

Freedom to Speak Up



**National
Guardian**

Freedom to Speak Up

SPEAK UP MONTH 2020

**WHAT DOES
FREEDOM TO SPEAK UP
MEAN TO YOU?**



ALPHABET OF SPEAK UP

#SPEAKUPABC

What is Speaking Up?



Speaking up protects
patient and worker
safety and
experience



But to work, speaking
up needs leaders at all
levels to listen up and
follow up.



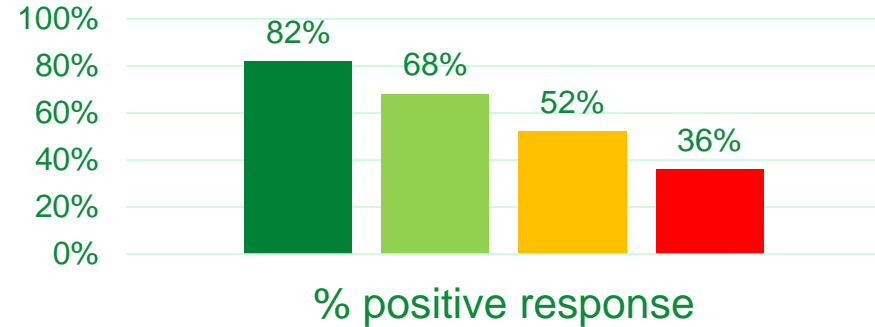
Good

Better

Best

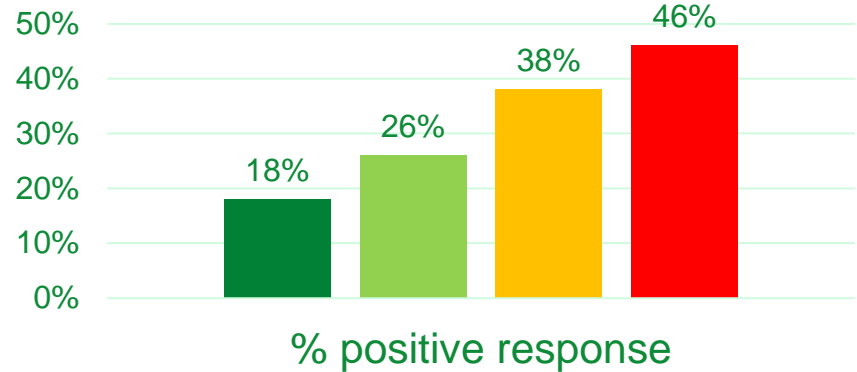
Freedom to Speak Up Guardian Survey 2019

My organisation has a positive culture of speaking up



- Outstanding
- Good
- Requires improvement
- Inadequate

There are significant barriers to speaking up in my organisation



Get the culture right first



Get the culture right first



When does FTSU work?

- Board ownership – appointment process, ring fenced time, conflicts of interest, communication strategy, IT governance, knowledge and care
- Authority of CEO, support of FTSU NED and Exec
- Knowledge, skills and values of FTSU guardian, FTSU NED and Exec
- Proactive / partnership work
- Support for workers speak up, listen up, follow up, feedback.



Making speaking up business as usual



Quality - the ground the tree sits in

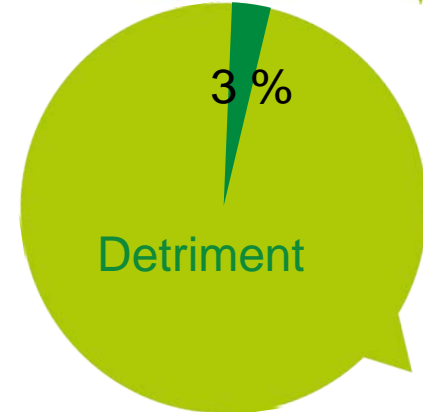
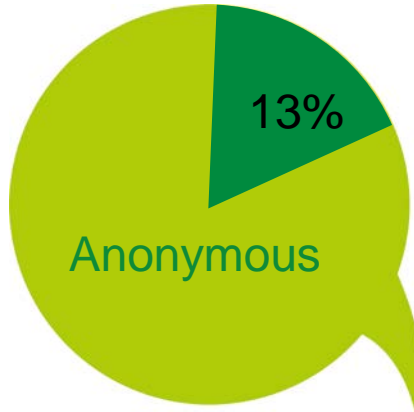
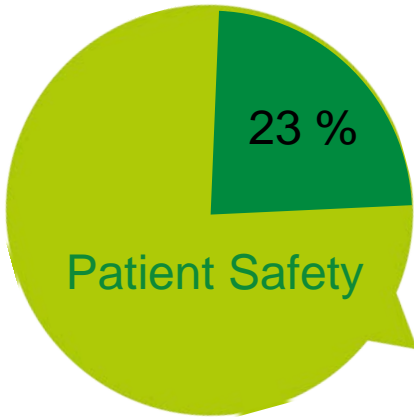
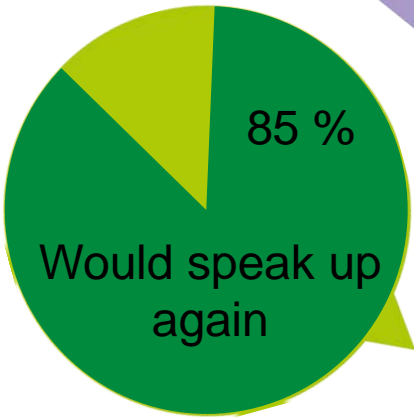
How do you measure your speaking up culture?



Speaking up data
NHS Annual Staff survey
FTSU Index
Model Hospital / Model system

2019/20 Speaking Up Data

16,199 cases
Raised to FTSU Guardians



Take it to the next level

- Adoption of FTSU values and actions across the entire team - training
- Use data to learn more – who does this really well and what can we learn from them – in your organisation, the NHS, the world
- Bring staff stories to Board and share with us in 100 voices
- Focus on a single thing –

**THANK
YOU!**

Take it to the next level

- Don't wait for people to come to you – reach out
- Include in balanced scorecard, 1-1, appraisal, interview questions
- Develop a system to manage detriment
- Think about barriers



Learn and share

- Patients are being cared for elsewhere – share your knowledge, and experience
- Within your ICS, region, NHS, other sectors



Leading by example

- Expect these behaviours in all your interactions
- If they do not meet your values – call it out, speak truth to power
- National Guardian's Office is here to support you



Speak Up Month 2020



@NatGuardianFTSU
#FTSU



national-guardian's-office

- Which words resonate with you?
- Share them with colleagues
- Start conversations
- Share them with #SpeakUpABC



A for advocates

“We have more than 70 Freedom to Speak Up staff advocates across UHBW. I hope everyone can find someone in this network they can talk to if they have a concern they can't discuss with their line manager or supervisor.”

Kate Hanlon, UHBW Deputy Freedom to Speak Up Guardian



D for discrimination

“All staff and patients have the right to be treated equally, regardless of age, gender, race or religion. We must all stand up for one another and challenge any form of discrimination.”

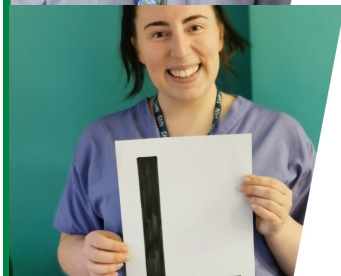
Nick Wilson, UHBW Freedom to Speak Up advocate



H for helping

“It can feel like a lonely place to be when you have a concern at work. It can be hard to raise concerns, but we all need to feel safe to do so. Our staff networks can help and support staff to get their voices heard.”

Andy Hole, Chair of LGBT+ Network at UHBW



L for listening

“Staff governors listen to colleagues and represent their views. We challenge the Board to ensure a fair and considered approach to decisions. We want to hear from you to help us do this effectively.”

Hannah McNiven, Midwife and UHBW staff governor



P for proud

“I am proud to work for an organisation that allows me to facilitate outstanding patient care as an individual and as a member of a minority group, allowing me to be my true self all day, every day.”

Pete Kennedy-Watson, UHBW Freedom to Speak Up advocate



T for thank you

“Never underestimate the power of a thank you. Whether it's verbal, written or a small gift - a simple thank you can go a long way towards making people feel appreciated and motivated. Showing gratitude is also great for our wellbeing.”

Jordyn Read, UHBW Freedom to Speak Up advocate



B for behaviours

“How I feel affects how I behave. And my behaviours are the bit of me that others see. We all get things wrong with how we behave with others, sometimes without knowing it. Consider yourself, consider others, welcome feedback.”

Mike Sheppard, UHBW Freedom to Speak Up advocate



E for empathy

“Just as different jokes can make some laugh and annoy others, a situation can cause unintentional offence. Empathy helps you to see things from another's perspective.”

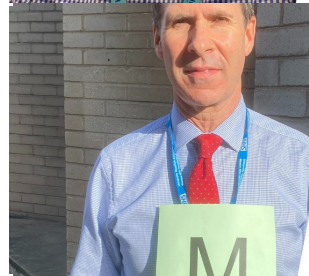
Callum McCourt, UHBW Freedom to Speak Up advocate



I for integrity

“Integrity is essential in the roles we play within UHBW. Our level of integrity comes from the heart and ensures our beliefs and ethics are shown through our actions.”

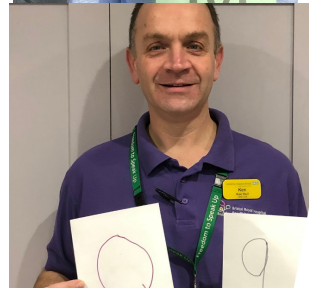
Kane Sullivan, UHBW Freedom to Speak Up advocate



M for managers

“As managers we all need to create the right environment for speaking up by listening and responding positively to concerns when they are raised with us.”

Matt Joint, UHBW Director of People and Executive lead for raising concerns



Q for questioning

“Speaking up is about feeling able to question and challenge things when they're not quite right. It's about quality communication, so that we keep providing the best quality of care for our patients.”

Ken Hull, UHBW Freedom to Speak Up advocate



U for understanding

“When we take the time to understand someone and their situation, we are meeting them on the same level. Understanding helps us to view the situation fairly. This enables us to speak up with confidence.”

Flo Jordan, UHBW Freedom to Speak Up advocate



X for xtraordinary

“As NHS keyworkers we know how important it is to give xtraordinary care to our patients, and we often go the xtra mile. To give the best care we need to work in an environment that feels positive and safe to speak up.”

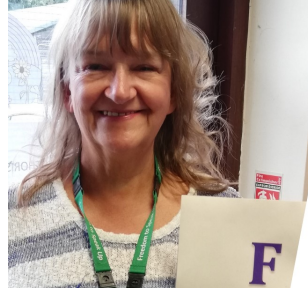
Josh Bell, UHBW Freedom to Speak Up advocate



C for consider

“To consider is... to spend time thinking or making a decision... to care about or respect other people or their feelings and wishes... to think about whether to do or say something... to contemplate the outcome or objective.”

Lesley Moore, UHBW Freedom to Speak Up advocate



F for fairness

“Being fair means honest and just. Keeping a confidence, gaining trust. Do not favour or discriminate. Never patronise or humiliate. Hearing someone share what's up. Fairness gives you Freedom to Speak Up.”

Shona Smith, UHBW Freedom to Speak Up advocate



J for just culture

“Where people feel free to report errors and help the organisation learn from mistakes, and where all people affected are supported when something has gone wrong.”

Anne Reader, UHBW Freedom to Speak Up advocate



N for now

“Acting now, rather than letting issues drift, is so important. If we don't nip issues in the bud at an early stage then they can become so much more difficult to resolve.”

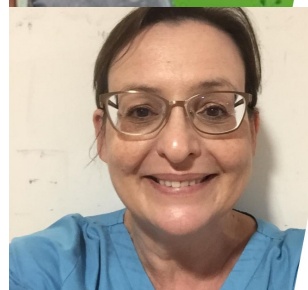
Jayne Mee, UHBW Non-executive Director lead for raising concerns



R for resilience

“Having a sense of resilience and positive wellbeing enables a person to approach other people and situations with confidence and optimism, which is especially important when empowering people to 'speak up'.”

Donna Whyte, UHBW radiographer



V for voices

“Every voice deserves to be heard. Your thoughts and feelings matter. Your freedom to speak up advocate is there to help you find your voice. We will listen and help you find your way.”

Laura Black, Freedom to Speak Up staff advocate



Y for you

“The word 'you' speaks to everyone. It reaches out to all. It suggests empowerment to me. Speak up before you fall.”

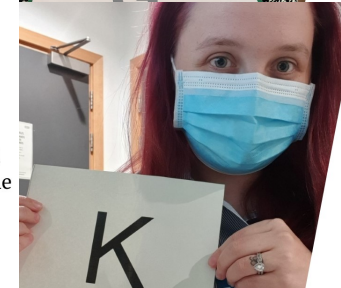
Tina Nolan, UHBW Freedom to Speak Up advocate



G for guardians

“Freedom to Speak Up Guardians strive to protect patient safety and support staff to speak up. The network of Guardians throughout the South West is a supportive and safe space to listen, learn and improve.”

Sonia Pearcey, Network Chair for South West Guardians



K for kindness

“Kindness is giving everyone the opportunity to feel reassured that they can speak up, be listened to and feel confident.”

Steph Wright, UHBW Freedom to Speak Up advocate



O for observing

“When you see poor behaviours, remember our Trust values and challenge them! And take the time to observe your own behaviors and the impact they may have on others.”

Jeannette Jones, Chair of ABLE+ Network at UHBW



S for speaking up

“By speaking up you can help improve the services we all deliver, and make our workplaces better places to be for everyone. Good changes can be made when people speak up.”

Rachel Hartles, UHBW Freedom to Speak Up advocate



W for WRES

“I chose Workforce Race Equality Standard as I believe that all colleagues from any background should feel free to speak up. We are all equal and should never forget our voice!”

Calais Hutchins, UHBW Freedom to Speak Up advocate



Z for zero tolerance

“We must look after everyone who works for us and have zero tolerance for anything which might affect the safety and wellbeing of our staff and patients.”

Eric Sanders, UHBW Freedom to Speak Up Guardian

What does speaking up mean to you?

#SpeakUpABC

#TeamUHBW