

Board of Directors - Public

14 July 2022

Paper title:	Freedom to Speak Up Strategy	Agenda item 16
Presented by:	Phillipa Hubbard, Director of Nursing, Professions and Care Standards, Deputy CE, DIPC	
Prepared by:	Rebecca Wixey, Freedom to Speak Up Guardian	

Purpose of the report		
To provide the Board with the new Freedom to Speak Up Strategy 2022/23 to 2024/25 for ratification.	For approval	X
	For discussion	
	For information	

Executive summary		
<p>It is an expectation of NHS England/NHS Improvement and the National Guardian's Office that all Trusts have a strategy to improve FTSU culture in the organisation. Following engagement with the Board at a development session in December 2021, and a crowdsourcing exercise with workers undertaken in March 2022, a new FTSU strategy has been drafted. The document includes infographics which outline the high-level themes from the crowdsourcing exercise, a plan for putting the strategy into action, and how we will measure success. The final co-produced document is presented for the Board's approval.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>No</p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board is asked to:</p> <ul style="list-style-type: none"> Note the stakeholder engagement which took place to validate the strategy's objectives Approve the strategy.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
X	X	X		X

Care Quality Commission domains				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
X	X	X	X	X

Relationship to the Board Assurance Framework (BAF)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> N/A
Links to the Strategic Organisational Risk Register (SORR)	The work contained with this report links to the following corporate risk(s) as identified in the SORR: <ul style="list-style-type: none"> N/A
Compliance and regulatory implications	Expectation of NHS England/NHS Improvement and the National Guardian's Office.

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Freedom to Speak Up Strategy (2022/23 – 2024/25)

1 Background & Purpose

It is an expectation of NHS England/NHS Improvement and the National Guardian's Office that all Trusts have a comprehensive and up-to-date strategy to improve FTSU culture in the organisation. According to their guidance, the Board should be able to evidence:

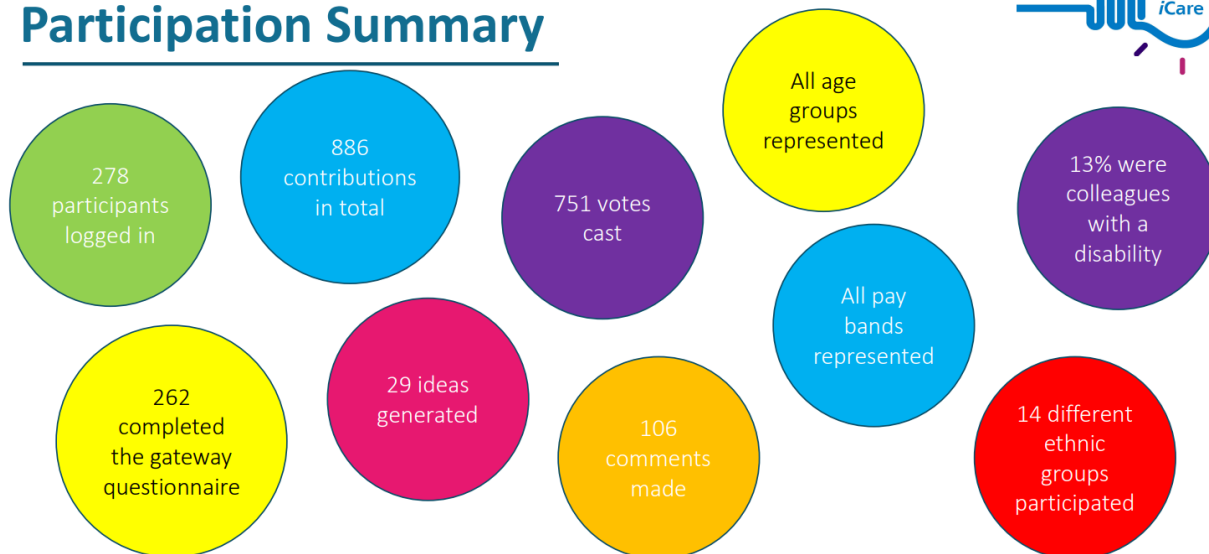
- as a minimum – the draft strategy was shared with key stakeholders
- the strategy has been discussed and agreed by the board
- the strategy is linked to or embedded within other relevant strategies
- the board is regularly updated by the executive lead on the progress against the strategy as a whole
- the executive lead oversees the regular evaluation of what the strategy has achieved using a range of qualitative and quantitative measures.

2 Strategy Development

- A Board development session was held in December 2021, focussing on key criteria from the FTSU self-review tool to identify any gaps, and a FTSU vision for the Trust. Following this a draft strategy was developed.
- In February 2022 we worked with the Business & Service Development team and commissioned Clever Together to run an on-line crowdsourcing conversation to validate the actions identified in the draft document. The aim was to find out what was strong, wrong or missing from the strategy.
- The project team met on a weekly basis and developed the online platform, including designing a demographic questionnaire that included 8 questions to assess the level of psychological safety felt by participants. The results of this 'temperature check' can be used as a benchmark for future surveys.
- The conversation opened on 15th March and was open to contributions from all staff members for 2 weeks.
- The draft strategy was shared on the platform and all Trust staff were invited to contribute their thoughts on the 9 objectives identified in order to implement the strategy. They were also given the opportunity to add anything else they felt was not covered or other ideas.



Participation Summary



- As can be seen above we had good engagement with the conversation, and we also secured participation from every broad staff group (with the exception of healthcare scientists and students who accounted for a very small number of colleagues).
- Following the closure of the conversation, all 886 contributions were downloaded and then coded into their main themes which identified 20 codes.
- These were then 'laddered up' to create 3 high level themes (laddering up involves studying the codes and finding commonalities between them). The 3 high level themes identified were **Culture, Communication** and **FTSU approach**.
- A second round of coding was then conducted to identify contributions supporting different actions, suggesting ideas or challenging the action. The 3 categories of Support, Ideas and Challenges were used to demonstrate what is strong (support), wrong (challenge) or missing (ideas) from the strategy.
- The team then scrutinised the support, ideas, challenges and recommendations based on the voice of the crowd, to identify any changes that needed making to the strategy.
- We used this feedback to simplify some of our objectives and ensure that the actions that underpin them have strong support from colleagues. The final strategy contains 7 objectives rather than 9 to ensure clarity and no duplication or overlap.
- The finalised document has been co-produced by staff, ensuring their voices have been heard in setting the strategic direction for FTSU at the Trust.

"Increase diversity of Freedom to Speak Up champions to support speaking up in the organisation...Embed process for monitoring and investigating detriment; where staff who have spoken up feel they have been disadvantaged as a result". (16 likes)

"I think FTSU is an issue for all staff, there is a stigma around being perceived as a "snitch" which affects all staff which needs to be overcome. Working alongside networks is a great idea, but I think that everyone in the Trust has a worry about speaking up so it's more about integrating FTSU into every day practice for everyone at every staff level.(3 likes)

Some examples of the voice of the crowd



3 Outcome

The results of the stakeholder engagement have been discussed at SLT and will also be presented to Quality & Safety Committee.

Board is asked to approve the strategy (see Appendix 1) for immediate use. It includes the high-level themes identified from the crowdsourcing exercise, a plan for putting the strategy into action, and how we will measure success. The final version will be shared with all participants of the crowdsourcing exercise and published on the FTSU Connect site. An action plan has been developed to track the actions which sit under each objective and this will be monitored in addition to the monitoring outlined in the strategy itself.

4 Appendices

Appendix 1 – Draft FTSU Strategy for approval

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Date paper written: 23 June 2022