



MEETING TITLE Trust Board		MEETING DATE 29/03/2016	
TITLE of PAPER		Freedom to Speak Up	PAPER REF 6.3
STRATEGIC OBJECTIVE		Develop culture, systems and processes to support continuous improvement and innovation	
PURPOSE OF THE PAPER		The purpose of the paper is to provide assurance to the Trust Board on the work that has been undertaken on the delivery of the Freedom to Speak Up recommendations across Yorkshire Ambulance Service, and on the next steps for implementation.	
For Approval		<input checked="" type="checkbox"/>	For Assurance <input type="checkbox"/>
For Decision		<input checked="" type="checkbox"/>	Discussion/Information <input type="checkbox"/>
AUTHOR / LEAD	Rebecca Mallinder (Head of Investigations & Learning)	ACCOUNTABLE DIRECTOR	Steve Page (Executive Director of Standards & Compliance)
DISCUSSED AT / INFORMED BY – include date(s) as appropriate (free text – i.e. please provide an audit trail of the development(s)/proposal(s) subject of this paper): Freedom to Speak Up working group – 22 February 2016			
PREVIOUSLY AGREED AT:		Committee/Group: Quality Committee	Date: 03/03/2016
RECOMMENDATION		It is recommended that the Trust Board notes and supports the plan for delivery of deliver the Freedom to Speak Up recommendations.	
RISK ASSESSMENT			Yes No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>			<input type="checkbox"/> <input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input checked="" type="checkbox"/> <input type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>			<input type="checkbox"/> <input checked="" type="checkbox"/>
Equality and Diversity Implications <i>If 'Yes' – please attach to the back of this paper</i>			<input checked="" type="checkbox"/> <input type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission		All	
Monitor Quality Governance Framework		All	

1. PURPOSE/AIM

- 1.1 The purpose of the paper is to provide assurance to the Trust Board on the work that has been undertaken on the delivery of the Freedom to Speak Up recommendations across Yorkshire Ambulance Service, and on the next steps for implementation.

2. BACKGROUND/CONTEXT

- 2.1 “Freedom to Speak Up: An independent review into creating an open and honest reporting culture in the NHS” (Francis) was published in February 2015. The aim of the review was to provide advice and recommendations to ensure that NHS staff feel it is safe to raise concerns, confident that they will be listened to and the concerns will be acted upon.
- 2.2 A paper that was presented to Quality Committee in May 2015 outlined the processes that the Trust currently has in place to facilitate staff in being able to raise concerns. These included an established process for reporting incidents and near misses, the ‘Raising Concerns at Work’ policy and process however it is acknowledged that this is underutilised. The Staff Forum is effectively embedded across the organisation and staff views are also represented by Union members in a number of forums. Establishment of a black and ethnic minority forum has allowed the Trust to manage some concerns often experienced by minority groups.
- 2.3 Despite the above processes and systems being in place, the Trust acknowledged there were areas for improvement and in September 2015 established a Freedom to Speak Up working group. The group includes representatives from across the organisation including operational colleagues, union representatives, staff forum members, support service staff and is chaired by the Executive Director of Standards & Compliance.
- 2.4 Work has been underway across the organisation since September 2015 in preparation for the launch of the Freedom to Speak Up campaign and associated processes that will underpin this initiative. This work is outlined in the report.
- 2.5 The Freedom to Speak Up working group has focused on a range of actions that will support the development of an open culture, underpinned by effective and accessible systems and processes for raising and responding to staff concerns. The aim is to ensure an environment where individual staff members feel confident that they can raise concerns directly with their supervisor or manager, and that the majority of concerns will be addressed at this level. The additional arrangements which will be put in place as a result of the Freedom to Speak Up programme, provide a further safety net for staff where they do not feel that they can adequately address the issue with their immediate manager. These additional processes are independent of Trust management, but are well aligned to the Trust’s wider safety and quality reporting and review processes, to maximise the opportunities for organisational learning and improvement.

- 2.6 The package of measures developed by the Freedom to Speak Up working group was agreed by the Quality Committee on behalf of the Board on 3 March 2016 and implementation has continued following this meeting. Key elements of the plan are outlined in section 3 below.

3. CURRENT STATUS

Action Plan

- 3.1 Tracking the work being undertaken by the working group is an action plan modelled on the national recommendations, principles and actions. For each of these a local YAS action has been identified. Most of these actions are now complete and the remaining ones are underway pending implementation of the process. This can be found at Appendix A.

Route Map

- 3.2 A route map has been developed which outlines the process that staff will follow when they have a concern to raise about safety and other matters of public interest. It is intended that in the first instance a staff member should raise their concern with their line manager or a senior manager if they feel comfortable to do this. If they are not able to do this or their concern has not been resolved at this level there are various stages of escalation built into the process. The route map can be found at Appendix B.

Standard Operating Procedure (SOP)

- 3.3 A Standard Operating Procedure (SOP) has also been developed which underpins the route map and provides practical guidance on how the concerns will be managed with clear liaison between the Freedom to Speak Up Guardians and the Quality & Safety Team. Concerns will be graded in accordance with the Trust's Risk Matrix and again escalation points will be identified and the Incident Review Group will review these concerns in conjunction with other inputs reviewed at this group, for theme and trend analysis and learning. The SOP can be found at Appendix C.

Policy

- 3.4 The current Raising Concerns at Work policy has been updated and re-branded as the Freedom to Speak Up policy. A national policy has been developed as a guidance document for NHS organisations and these principles have been built into the local YAS policy which is outlined in Appendix D for the committee's approval.

Datix Form

- 3.5 Concerns raised via the Freedom to Speak Up process will be logged using the Datix risk management system. A bespoke form has been developed within the group based on the incident form with additional elements built in such as equality & diversity monitoring and staff wellbeing to allow for good analysis of these aspects to be conducted. Staff will have the option of logging the concerns anonymously if they wish to do so.

Guardian and Lead Guardian

- 3.6 One of the national recommendations is the implementation of a Freedom to Speak Up Guardian model.

NHS organisations have been provided with the freedom and flexibility to frame this model in a way that works best for the organisation.

- 3.7 Six options for the model were considered by the working group and by the Trust Executive Group in December.
- 3.8 The selected option was for the Staff Forum members to be designated 'advocates' of the campaign supplemented by additional individuals from key departments across the organisation and a designated lead who would act as the Trust's Guardian.
- 3.9 With the above in mind two job descriptions have been developed. One for the Advocates and one for the Guardian. The Guardian will report directly to the Trust's Chief Executive and will represent the Trust nationally and link in with the National Guardian.
- 3.10 This person will be appointed via an internal recruitment process to ensure the correct person is selected with the appropriate skills and experience. This will involve two stages of interview; a semi-formal panel involving a range of members from the Freedom to Speak Up working group and a formal interview involving the Chief Executive, the Executive Director of Standards and Compliance or Head of Investigations & Learning and a Guardian from another Trust. The arrangements to begin the recruitment process are under way.
- 3.11 The intention is for the other 'Advocate' Guardians to be selected through an Expression of Interest (EOI) process.

Communication & Promotions

- 3.12 The Trust has a member of the Corporate Communications team on the working group to assist in promotion this work and a communications plan is in place. Regular communications have been issued across the Trust since the establishment of the group and so far positive feedback has been received from staff with a number of people wishing to get involved.
- 3.13 An app is now live on the Pulse intranet and we are in the process of exploring some merchandise that could be distributed to assist in the promotion of the campaign.
- 3.14 A range of merchandise has been ordered and this will be used as part of a launch campaign with members of the Quality & Risk Team visiting different CPD events, A&E departments and ambulance stations to raise awareness with staff. The Head of Investigations & Learning and the Head of Quality will also be attending management meetings over the coming weeks to ensure all managers across the Trust are aware of the work and what is expected of them.

Monitoring

- 3.15 Monitoring arrangements have been established to assess the effectiveness of the process once it is implemented. This will be done via data analysis using the Datix system and through quarterly meetings to review learning. The SOP outlines this in more detail.

- 3.16 Updates will be presented to the Trust Board as part of the Significant Events & Lessons Learned paper.

4. NATIONAL UPDATE

- 4.1 Work has been taking place nationally to lead on the Freedom to Speak Up initiative and provide guidance to all NHS organisations.
- 4.2 Following the resignation of Dame Eileen Sills who had been appointed to the role of National Guardian, the National Office are in the process of recruiting to this role.
- 4.3 Training events are being scheduled between June 2016 and September 2016 for Guardians from around the country to attend as well as a national conference which is set to be held in March 2017.
- 4.4 Inclusions are being made to the 16-17 contractual requirements relating to the Freedom to Speak Up expectations. Trusts must have a Guardian and a process for staff to raise concerns, in place by March 2017.
- 4.5 National guidance was issued in March 2016 on the role of the Guardian, the expectations on Trusts and the next steps going forward. YAS is in line with the national guidance.

5. PROPOSALS/NEXT STEPS

- 5.1 The promotional campaign will launch during April and May to raise further awareness amongst staff and managers about what Freedom to Speak Up is and the process that will be in place.
- 5.2 Briefings will be provided to managers across the organisation via operational meetings on the expectations from them as part of the process. This involves encouragement of local, early resolution.
- 5.3 Recruitment will take place to appoint the Guardian and a number of Freedom to Speak Up Advocates for the Trust. Training will then take place following successful recruitment to ensure they have the necessary skills to be able to carry out the job effectively and support successful implementation. Access to national training will be facilitated when this is available.

6. RISK ASSESSMENT

- 6.1. No risks identified at the current stage in the process that requires addition onto the risk register.
- 6.2 The Trust Board should note that there are resource implications associated with delivery of the programme. This will be Band 7 3 days per week for the Guardian role with approximately £10,000 non-staff costs.

There will also be requirement for ad hoc release of time for staff who are managing the concerns (Freedom to Speak Up Advocates) and potentially staff who raise concerns should they need to meet with the Advocates, Guardian or managers to resolve the concern. This has been approved by the Trust Executive Group and by Quality Committee on behalf of the Board.

- 6.3 There will be a positive impact on Equality & Diversity with elements built into the process to monitor how the Trust responds to staff who may be from minority groups and to ensure those individuals are treated fairly in line with national guidance.

7. RECOMMENDATIONS

- 7.1 It is recommended that the Trust Board notes and supports the plan for delivery of the Freedom to Speak Up recommendations.

8. APPENDICES/BACKGROUND INFORMATION

- 8.1 Appendix A: YAS Recommendations, Principles & Action Plan
- 8.2 Appendix B: Freedom to Speak Up Route Map
- 8.3 Appendix C: Freedom to Speak Up SOP
- 8.4 Appendix D: Freedom to Speak Up Policy