



<b>MEETING TITLE</b> Trust Board meeting in Public		<b>MEETING DATE</b> 26/10/2021	
<b>TITLE of PAPER</b>	Freedom to Speak Up Review – Q1 2021	<b>PAPER REF</b>	TB21.052
<b>KEY PRIORITIES</b>	Safe and Sustainable: Provide a safe, effective, caring and sustainable service for all patients Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce		
<b>PURPOSE OF THE PAPER</b>	The purpose of the paper is to provide the Trust Board with an update on the concerns reported during Q1 - 2021, to share the learning identified and to provide an update on the response of YAS to recently published national developments and guidance.		
<b>For Approval</b>	<input type="checkbox"/>	<b>For Assurance</b>	<input checked="" type="checkbox"/>
<b>For Decision</b>	<input type="checkbox"/>	<b>Discussion/Information</b>	<input checked="" type="checkbox"/>
<b>AUTHOR / LEAD</b>	Luzani Moyo, Freedom to Speak Up Guardian	<b>ACCOUNTABLE DIRECTOR</b>	Clare Ashby, Interim Executive Director of Quality, Governance & Performance Assurance
<b>DISCUSSED AT / INFORMED BY –</b> Monthly meetings with the FTSU Guardian, the Head of Investigations & Learning and members of the Executive Team including the CEO; Quality Committee			
<b>PREVIOUSLY AGREED AT:</b>	<b>Committee/Group:</b> N/A	<b>Date:</b>	
<b>RECOMMENDATION(S)</b>	It is recommended that the Trust Board accept the FTSU report for information and assurance.		
<b>RISK ASSESSMENT</b>		<b>Yes</b>	<b>No</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b> <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Equality Impact Assessment</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Legal implications/Regulatory requirements</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b> <b>Choose a DOMAIN(s)</b>		All	
<b>NHSI Single Oversight Framework</b> <b>Choose a THEME(s)</b>		2. Quality of Care (safe, effective, caring, responsive) 6. Leadership & Improvement Capability (Well-Led)	

## 1. PURPOSE/AIM

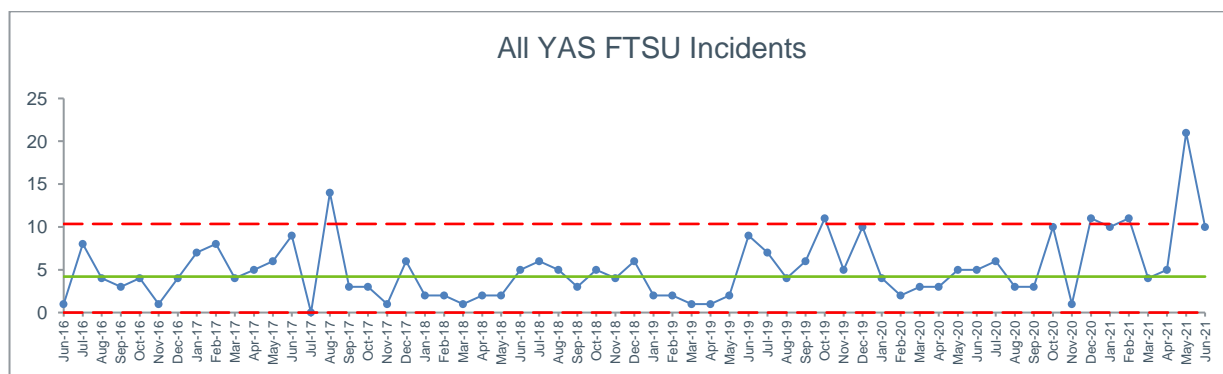
- 1.1 The purpose of the paper is to provide the Trust Board with an update on the concerns reported during Q1- 2021, to share the learning identified and to provide an update on the response of YAS to recently published national developments and guidance including the recent Freedom to Speak up Index report.
- 1.2 Our ways of working have dramatically changed due to the Covid- 19 Pandemic but the need for the Trust to listen to colleagues who speak up remains paramount.

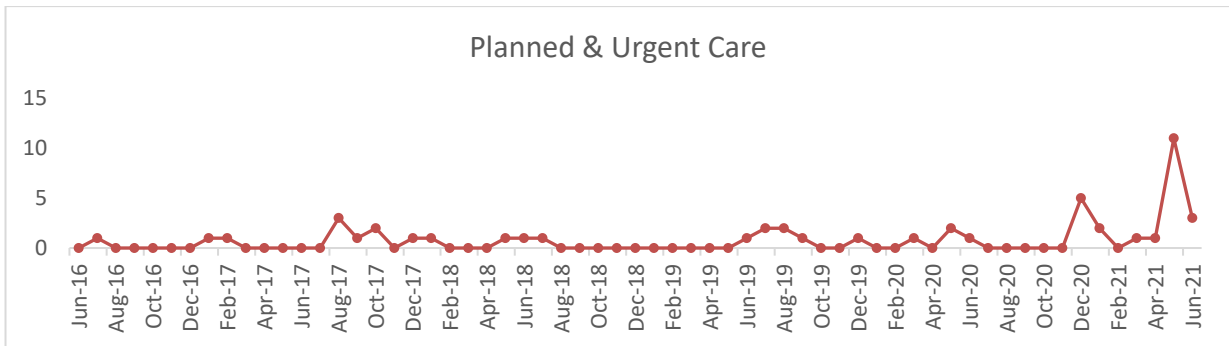
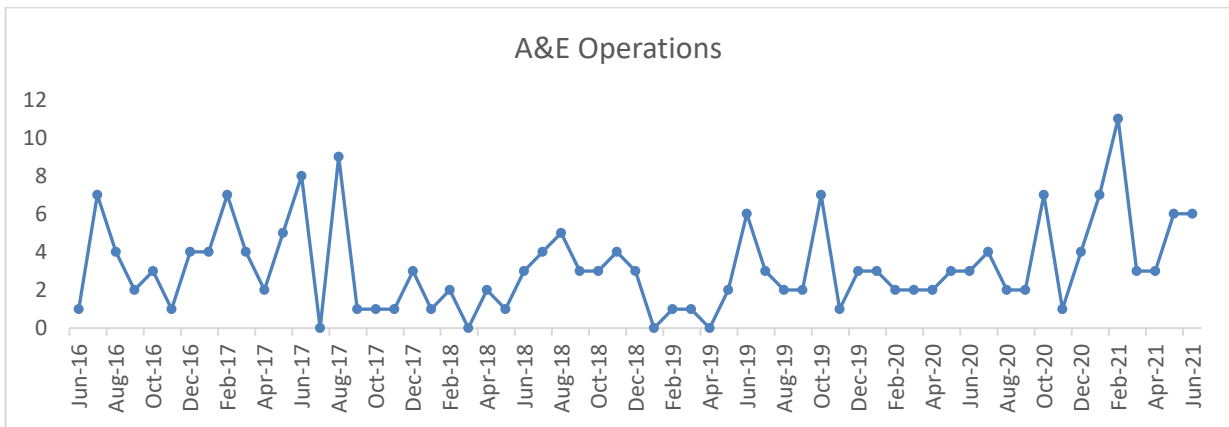
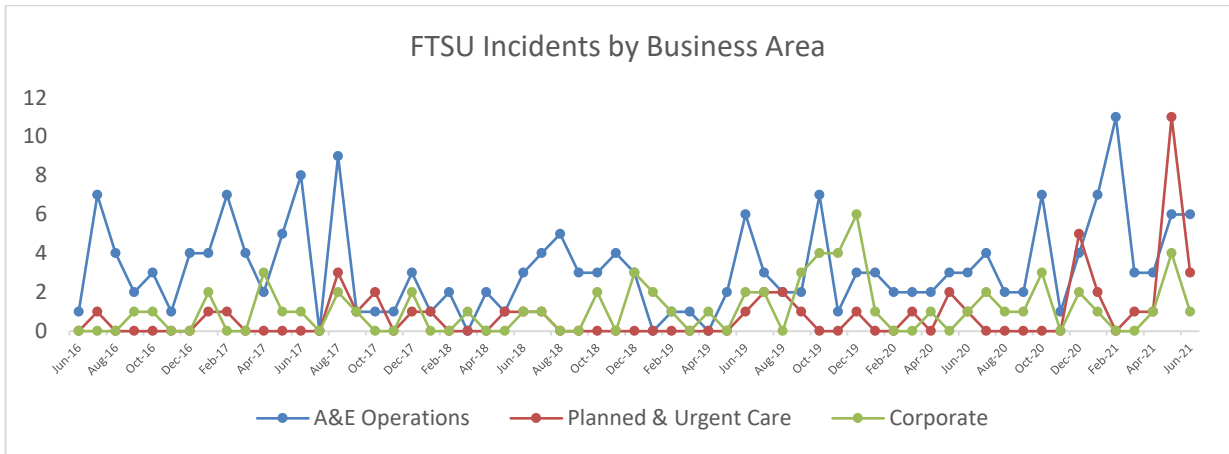
## 2. BACKGROUND/CONTEXT

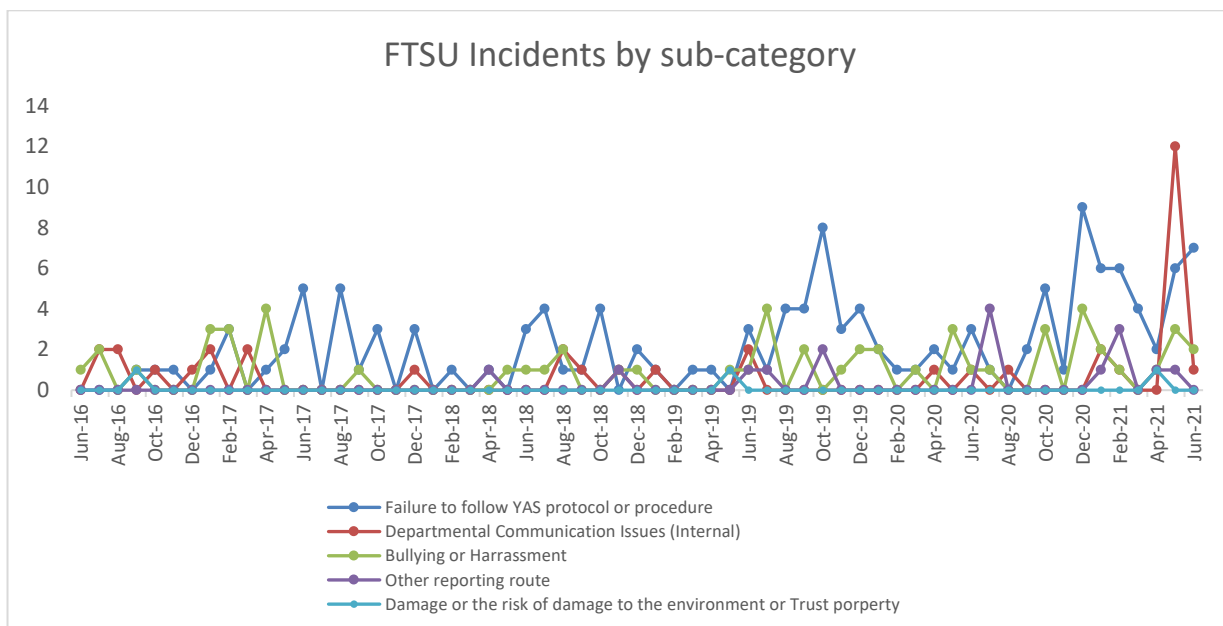
- 2.1 Freedom to Speak Up (FTSU): An independent review into creating an open and honest reporting culture in the NHS (Francis) was published in February 2015. The aim of the review was to provide advice and recommendations to ensure that NHS staff would feel safe to raise concerns, confident that they will be listened to, and the concerns will be acted upon.
- 2.2 Yorkshire Ambulance Service (YAS) NHS Trust was quick to implement the recommendations set out in the Freedom to Speak Up Review and has since continued to develop FTSU across the organisation, responding to national guidance when required and playing an active role in regional and national developments.
- 2.3 The process for managing concerns raised via FTSU has been subject to continuous improvement since its initial launch, to ensure a focus on effective learning and improvement.
- 2.4 All NHS Trusts in England are required by the National Guardian’s Office (NGO) to submit brief details of all concerns raised through the FTSU process. This provides an opportunity to compare YAS FTSU activity with other Trusts.

## 3. CONCERNS QUARTER 1

- 3.1 This report covers those concerns raised over the first quarter (1st April 2021 – 30 June 2021).
- 3.2 During Q1- 2021, 38 concerns were raised and logged on the Datix system. These are presented in the below graph, broken down by reporting category.







- 3.3 Of these 38, 10 concerns related to the working environment in the Integrated Urgent Centre (IUC).
- 3.4 Out of the 38 concerns that were raised in this quarter, two of the concerns were anonymous. Unfortunately, as the concerns were anonymous, it has been difficult to give any feedback to the reporter/s. Offers of alternative contacts have been forwarded to the sending emails including an offer for the individual/s to directly contact the Non- Executive Lead for FTSU, Jeremy Pease.
- 3.5 Overall, six concerns related to alleged bullying behaviours by staff. Alleged bullying and harassment concerns were higher than the last quarter with six being recorded during this period compared to three in the last quarter. Whilst FTSU did not record any online bullying in this quarter, there are some ongoing discussions about online behaviours with the involvement of HR and Corporate Communications.
- 3.6 All the concerns highlighted are being followed up with local management teams or where necessary via commissioned independent review and targeted action
- 3.7 Proactive work has been undertaken to triangulate information about culture and leadership, using data from the staff survey, HR systems, Patient Relations, incident reporting and FTSU. This is being used to help inform targeted action around common themes and individual departments experiencing specific challenges.
- 3.8 At present targeted support has been implemented for the teams in Emergency Operational Centre (EOC) and Integrated Urgent Care (IUC). This is broadly focused in on the context of the current extreme operational pressures and encompasses issues raised via the FTSU process. Planned OD support and review for the Digital team is now progressing. A review relating to concerns raised around a single station in North has been completed, with key issues fed back to staff and action under way to implement the recommendations. Two

further reviews are in progress/ready to start in other areas of Operations. Wider organisational learning from these reviews will be fed back into the Trust-wide triangulation process.

#### **4. FREEDOM TO SPEAK UP FEEDBACK- WHAT COLLEAGUES SAY ABOUT YAS FTSU**

4.1 Obtaining feedback is important to ensure that improvements can be made to our FTSU processes, and a questionnaire is sent out to reporters when their concern is closed.

4.2 There was no feedback received in Q1.

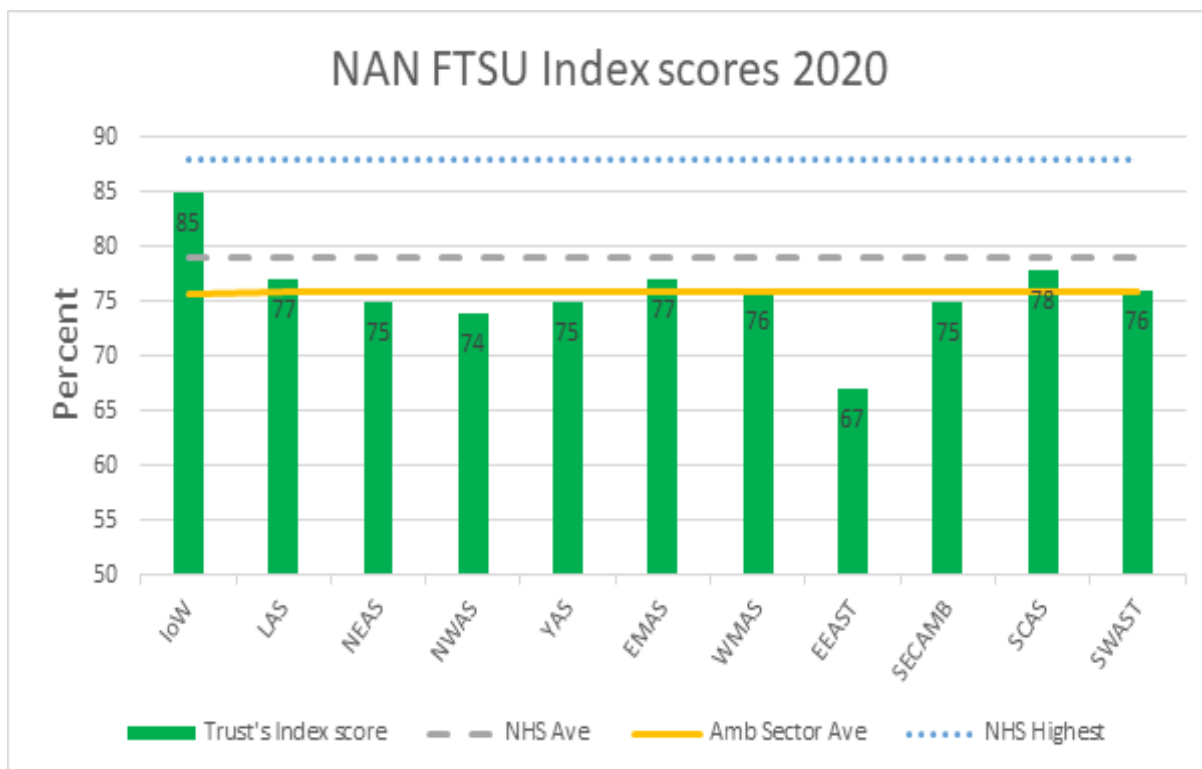
#### **5. FREEDOM TO SPEAK UP INDEX REPORT**

5.1 The Freedom to Speak Up index is derived from the mean average of four questions in the NHS annual staff survey. The questions focus on staff perception of feeling encouraged, knowledgeable, and secure to speak up and are listed below:

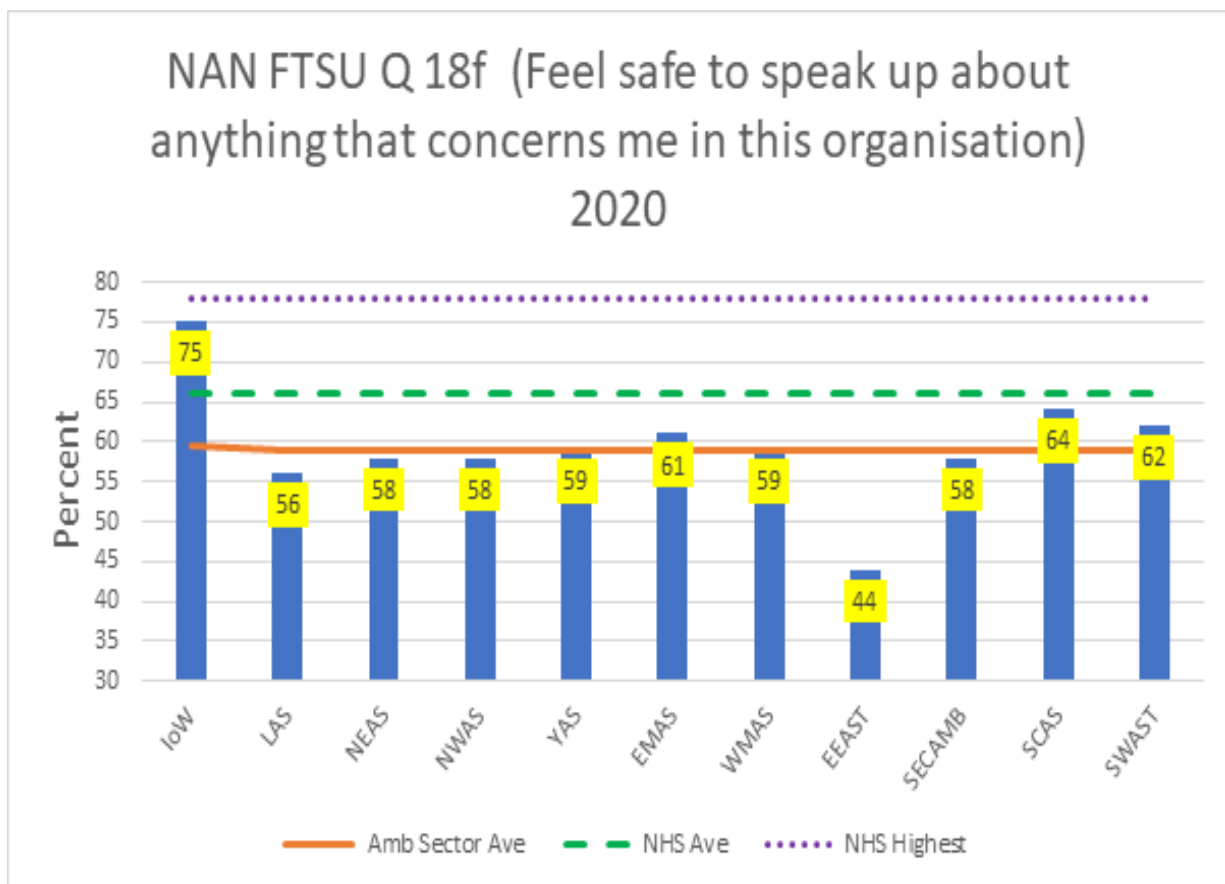
- 16a- their organisation treats staff involved in errors/near misses/incidents fairly.
- 16b- their organisation encourages reporting of errors/near misses/incidents.
- 17a- they would know how to report unsafe clinical practice.
- 17b- They would feel secure about raising concerns about unsafe clinical practices.

5.2 The ambulance sector remains the lowest performing across the NHS, however, there have been improvements from last year.

5.3 YAS has an index score of 75% which is three percentage points from SCAS which is second from the top with 78%. IoW have the highest score but drawing comparisons with a smaller and in some ways unique service is unhelpful.



- 5.4 The four questions used in the FTSU index are clinical and incident focused and may not have the same applicability to all staff groups within the Trust. Whilst they give an indication of FTSU culture, a healthy speaking up culture is about more than these issues and includes making improvement suggestions. A new question was included in the NHS staff survey which asks a more general question regarding speaking up in a more generic sense.
- 5.5 Question 18f focused on workers feeling safe to speak up more generally- **% of staff 'agreeing' or 'strongly agreeing' that they would feel safe to speak up about anything that concerns them in their organisation.**
- 5.6 Question 18f was not included in this year's FTSU index to allow for comparability to previous years but has been analysed alongside the index score for this report and can be seen in the table below.



5.7 The two ambulance services IOW and EMAS have provided case studies to show the initiatives that they have put in place that have helped improve their FTSU index score. YAS will look to adopt some of these initiatives and is currently working with the education team to develop some online FTSU training for all staff. The aim of the training is to raise awareness and improve the FTSU capability within YAS.

## 6. NEXT STEPS

- 6.1 In line with previous quarters, FTSU concerns continue to be discussed at regular meetings involving the senior leadership team to allow all cases to be reviewed in an open forum and appropriate actions taken in response. The NED lead for FTSU is briefed on key issues and actions and provides additional advice and support on specific issues when necessary. Regular meetings are now in place between the FTSU Guardian and NED lead and the Executive and NED lead to support this process.
- 6.2 Cases presenting a direct risk or significant learning for patient safety are raised via the Incident Review Group (IRG) for consideration of appropriate steps which may include inclusion on the Trust risk register.
- 6.3 The developmental plan for the coming year includes ongoing work on the arrangements for triangulation of wider organisational feedback on cultural issues and themes arising from FTSU concerns.
- 6.4 The FTSU policy has been reviewed and updated to include recent learning and best practice guidance from the National Guardian's Office and other

Trusts. This updated policy is progressing through the final approval stage and when complete will form the basis for a significant communications campaign for managers and staff, to reinforce the importance of an open, learning culture and key principles of Freedom to Speak Up.

## **7. RECOMMENDATIONS**

- 7.1 It is recommended that the Trust Board accept the FTSU Report for information and assurance.