

MANCHESTER UNIVERSITY NHS FOUNDATION TRUST

Board of Directors (public meeting)

Report of:	Freedom to Speak Up
Paper prepared by:	Karen Hawley, Freedom to Speak Up Guardian
Date of paper:	08/11/2021
Subject:	Freedom to Speak Up Annual Report
Purpose of Report:	<p>Indicate which by ✓ (tick as applicable-please do not remove text)</p> <ul style="list-style-type: none"> • Information to note ✓ • Support ✓ • Accept • Resolution • Approval • Ratify
Consideration against the Trust's Vision & Values and Key Strategic Aims:	<ul style="list-style-type: none"> • This report is aligned with the Trust's Vision to:Excel in quality, safety & patient experience. <p>Attract, develop & retain great people.The report is also aligned to the Trust's Values:</p> <ul style="list-style-type: none"> • Everyone matters • Working together • Dignity & Care • Open & Honest
Recommendations:	The Board is asked to note the 2020/21 Annual Freedom to Speak Up Report.
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Manchester University
NHS Foundation Trust



Freedom to Speak Up Annual Report

April 1st 2021 to 31st March 2021

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Board of Directors with an overview of the work of the Manchester University NHS Foundation Trust (MFT) Freedom to Speak Up (FTSU) Team over the period 1st April 2020 to 31st March 2021. The Report also provides an update from the annual report of the National Guardian's Office (NGO) to allow national comparisons and context.
- 1.2 The Report also details the input FTSU had during the establishment of the NHS Nightingale Hospital North West.
- 1.3 On 1st April 2021, North Manchester General Hospital (NMGH) formally joined the MFT Group. The report, therefore, outlines the preparations that were made to safely transfer FTSU processes and responsibilities into MFT.

2. Background

- 2.1 The roles of Freedom to Speak Up (FTSU) Guardians and the National Guardian's Office (NGO) were established in 2016 following events at Mid Staffordshire NHS Foundation Trust and the subsequent public inquiry by Sir Robert Francis QC.
- 2.2 Freedom to Speak Up Guardians help protect patient safety and the quality of care, improve the experience of workers, and promote learning and improvement. They do this by ensuring that workers are supported in speaking up and that issues raised are used as opportunities for learning and improvement. They work within their organisations to help ensure that barriers to speaking up are addressed and a positive culture of speaking up is fostered.

3. Outline of Roles / Responsibilities for FTSU

- 3.1 During the period of this report, the FTSU Team was led by the FTSU Guardian, David Cain.
- 3.2 The FTSU Team is supported by the Group Deputy Chief Executive, Gill Heaton, along with Ivan Benett as Non-Executive Lead. The Group Executive Director of Workforce & Corporate Business provides formal leadership to the Freedom to Speak-up Guardian.
- 3.3 The FTSU Team is also supported by a network of FTSU champions. The role of FTSU champions is voluntary and appointees carry out this important work alongside their substantive posts. During 2020-21, targeted recruitment was undertaken to increase the diversity of the FTSU champion network and to extend the reach of FTSU at WTWA sites. By the end of March 2021, the FTSU work was supported by a network of 35 champions from a variety of clinical roles and backgrounds, including representation from night staff and also champions who identify as being from Black, Asian and Minority Ethnic

(BAME) backgrounds.

- 3.4 An indication of the work of the FTSU Champions is demonstrated in video format at <https://vimeo.com/nicecatmedia/download/617904337/03e0fd7354>

4. Assessment of Cases raised via FTSU.

- 4.1 During 2020-21, 77 cases were reported to the FTSU Team. Comparison numbers from previous years is provided in table 1 below:

Table 1:

Year	Number of Cases reported by FTSU
2020-21 (12 months)	77
2019-20 (12 months)	69
2017-2019 (18 months)	84

- 4.2 Table 2 and the graph below illustrate the data for the nationally reportable elements of the cases raised to FTSU at MFT during 2020/2021:

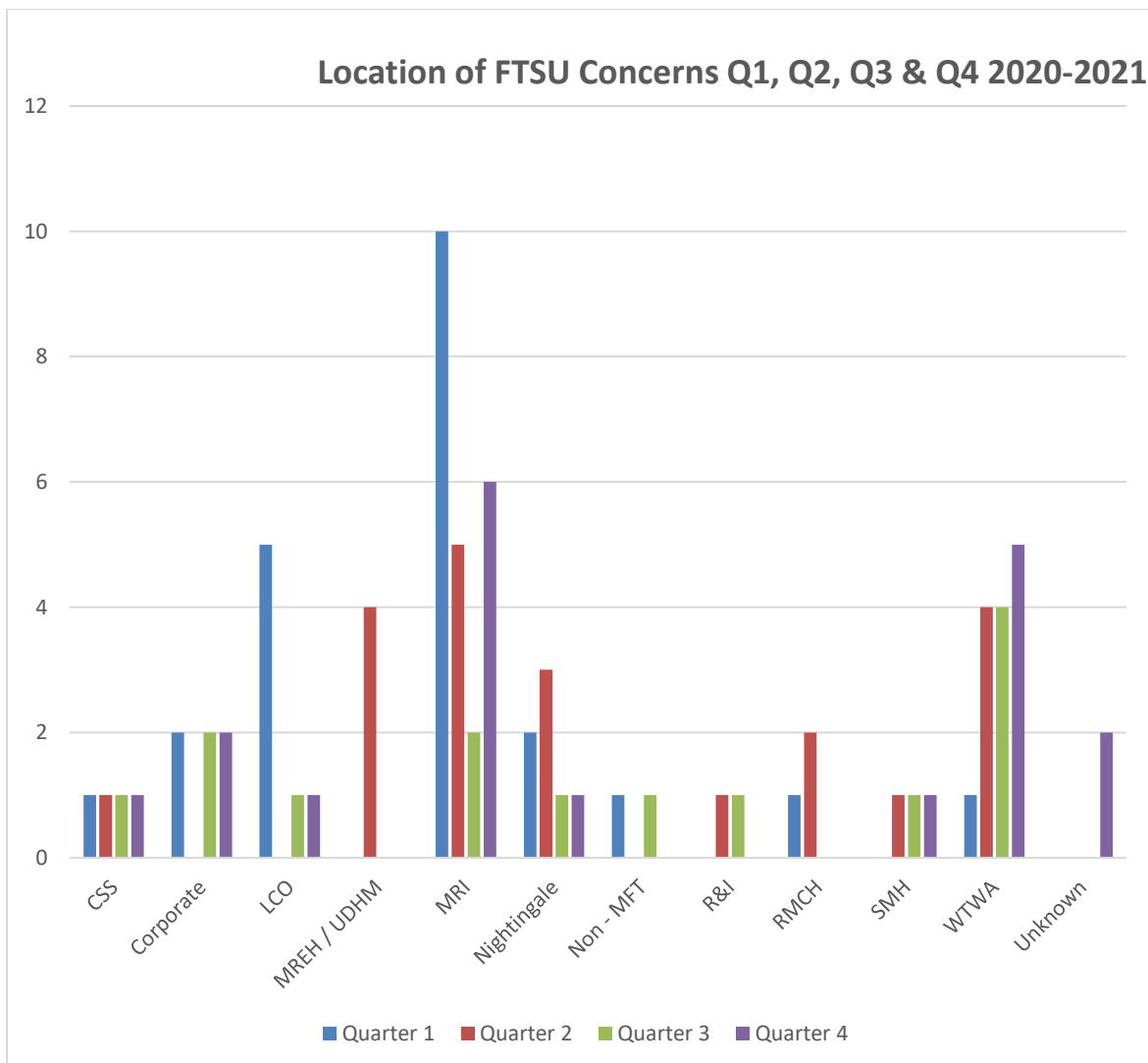
Table 2:

	Q1	Q2	Q3	Q4	Total
Total Number of Cases	23	21	14	19	77
Number of cases raised anonymously	1	0	0	0	1
Number of cases including an element of patient safety	2	4	4	5	15
Number of cases including an element of bullying / harassment	5	9	7	5	26
Number of cases where people have indicated they are suffering a detriment because of raising a concern	2	3	4	1	10

- 4.3 34% (26 cases) of the cases raised had an element of bullying and harassment. This is reduced from the number of cases raised to FTSU during

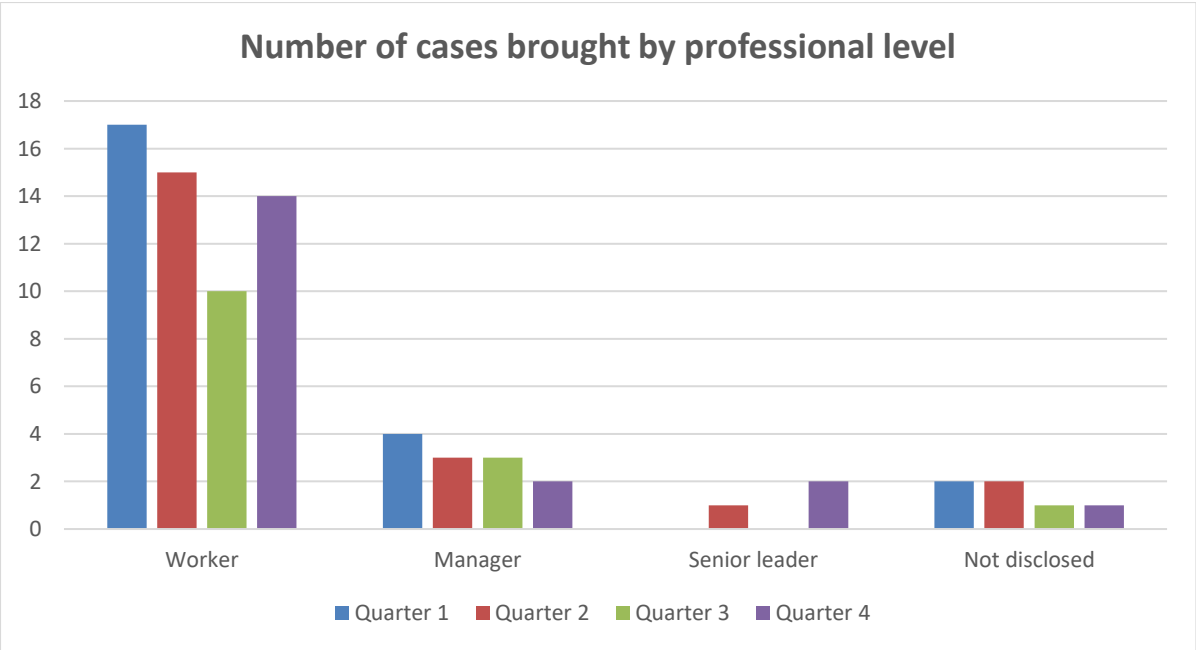
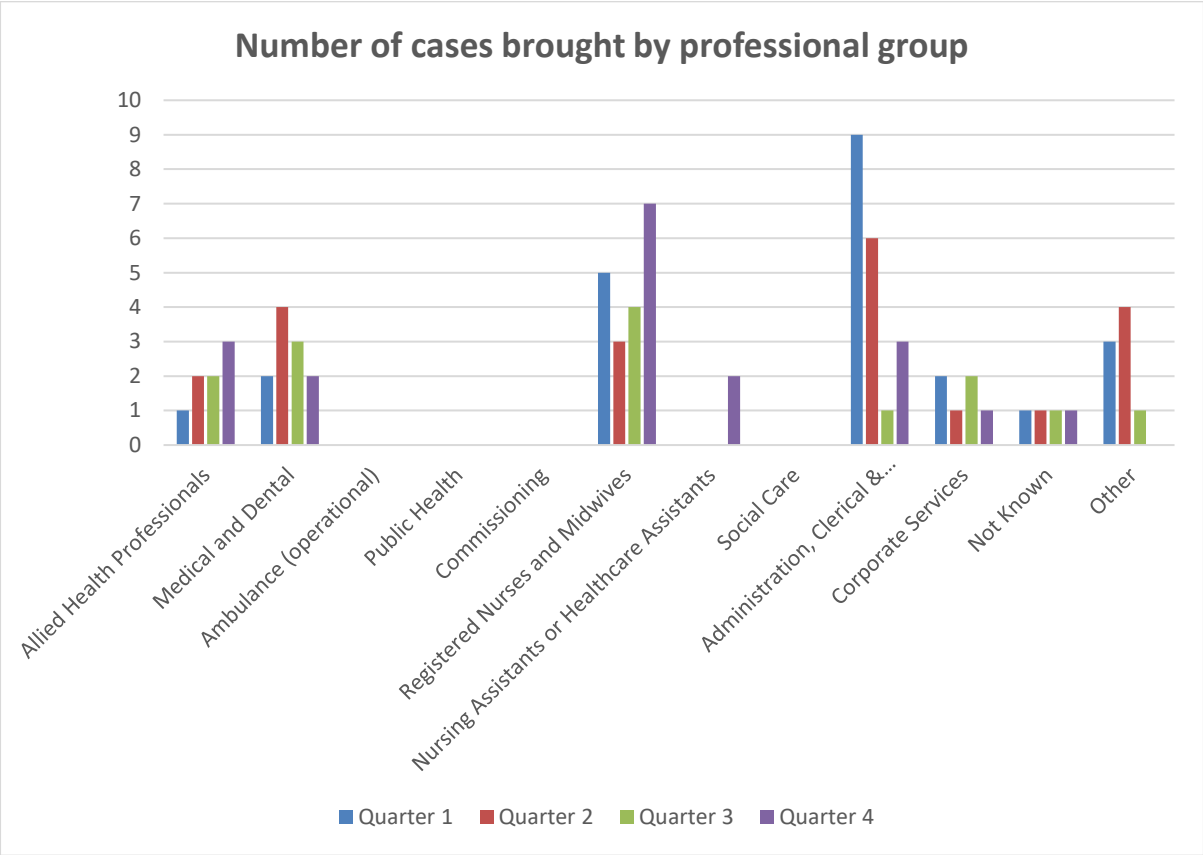
the same period in 2019/20 (previously 58%). The figure is slightly higher than the national figure of 30%.

- 4.4 19% (15 cases) of the cases included an element of patient safety. This is similar to the national figure where 18% of cases reported to the National Guardian’s Office had an element of patient safety.
- 4.5 The number of cases raised anonymously via FTSU at MFT was 1% (1 case). This is significantly lower than the national average of 12%.
- 4.6 The number of cases where staff have reported experiencing detriment as a result of raising concerns is 13% (10 cases). This is much higher than the national average of 3%.
- 4.7 The following graph illustrates the location of concerns at MFT:



- 4.8 The following graphs illustrate the professional groups raising concerns to FTSU at MFT, and the staff level. The top two staff groups who have raised concerns to FTSU are Registered Nurses and Midwives along with

Administrative, Clerical, Maintenance and Ancillary staff. These groups are similarly the highest groups reporting concerns nationally and this has been the case for the past two years.



5. The NHS Nightingale Hospital North West and FTSU

- 5.1 The NHS Nightingale Hospital North West was established in Manchester as a key facility to help the region's response to COVID-19. FTSU was included in the induction for all staff working on the site and a dedicated FTSU champion was available to support staff, including third party providers. Meetings were held frequently to monitor concerns. In addition, robust links were built with the HR Business partners to support the escalation processes and cases raised through embedded FTSU routes.
- 5.2 In the year this report covers, while The NHS Nightingale North West remained open, 7 concerns were raised to FTSU. Most cases were from third party suppliers in relation to HR issues and grievances. The individuals were signposted by the FTSU champion to the right source of support. One contact to FTSU was to discuss mediation support and the staff concerned were signposted by the FTSU champion on site to the correct supportive route.

6. Freedom to Speak Up Index

- 6.1 NHS England and the National Guardian's Office have brought together 4 questions from the NHS staff survey into a FTSU index. These questions ask whether staff feel knowledgeable, secure, and encouraged to speak up and whether they would be treated fairly after an incident.
- 6.2 The FTSU index allows trusts to see how an aspect of their speaking up culture compares with other organisations so learning can be shared, and improvements made.
- 6.3 The questions from the survey which are included in the Freedom to Speak Up Index are:
- **16a** - % of staff "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly.
 - **16b** - % of staff "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents.
 - **17a** - % of staff "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it.
 - **17b** - % of staff "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice.
- 6.4 There was an additional question (18f) included in the 2020 NHS Staff Survey which focused on workers feeling safe to speak up more generally. This was not included in the 2020 FTSU Index calculation– to allow for comparability to

previous years – but has been analysed alongside the index score for this report

- **18f** - % of staff "agreeing" or "strongly agreeing" that they would feel safe to speak up about anything that concerns them in their organisation.

6.5 MFT FTSU Index Score based on 2020 staff survey = 78.3. This is slightly below the national average of 79.2. The MFT FTSU Index Score has increased by 0.2% from the previous year. A breakdown of performance against the individual questions for each of the MFT Hospital/MCS/LCO/Corporate areas is shown below in Table 3.

NMGH is included within this table for comparison, however, the scores were not included in the overall MFT position in 20/21 as they were not formally part of the MFT Group at that time.

A RAG rating has been applied to the scores; whereby green indicates a score above the national average, amber indicates a score within 1% of the national average and Red indicates a score which is more than 1% below the national average.

Table 3: breakdown of FTSU index scores by hospital/MCS/LCO/Corporate areas

	16a	16b	17a	17b	18f
National Average	60.9%	88.3%	94.9%	72.5%	65.6%
MFT	63%	87%	93%	71%	63.6%
Corporate	61%	81%	88%	61%	65%
Dental Hospital	61%	90%	93%	63%	57%
LCO	64%	89%	96%	75%	66%
MRI	60%	84%	93%	72%	59%
MREH	60%	84%	92%	71%	60%
SMH	68%	93%	95%	74%	61%
WTWA	61%	84%	94%	71%	64%
Children's	64%	89%	94%	78%	67%
CSS	67%	90%	93%	73%	65%
NMGH			98%	75%	
E&F	61%	87%	88%	60%	69%
Charitable	38%	67%	90%	26%	43%
R&I	64%	89%	94%	71%	70%

6.6 Whilst there are many factors within the organisation that would influence the

FTSU Index score, the FTSU Programme should help to support an improvement in this score. Discussions are ongoing with Corporate Governance and HR Directors in relation to factors which will impact this score and work stream programmes to support improvements.

7. Preparation for transition of NMGH FTSU teams into MFT

- 7.1 On 1st April 2021 NMGH formally joined the MFT Group. Prior to this, FTSU processes and reporting was managed via the Northern Care Alliance (NCA) During 2020/21 work was undertaken to ensure a smooth transition of the FTSU Programme. This was facilitated by regular meetings between the NCA and NMGH FTSU Lead Guardians and operational support.
- 7.2 Training for the NMGH FTSU Team regarding MFT systems and processes was completed and the NMGH team was invited to the MFT FTSU network meetings prior to transition. Continuity for staff raising concerns was maintained throughout the process and the NMGH FTSU Team is now successfully embedded into MFT.
- 7.3 The NMGH FTSU Team transition to MFT has led to the inclusion of an additional Freedom to Speak Up Guardian. Joanne Williamson provides 4 hours of FTSU time per week alongside her substantive clinical role in Theatres at NMGH. This role will provide increased support across the MFT FTSU network.

8. FTSU Guardian

- 8.1 In April 2021 David Cain retired from the role of MFT FTSU Guardian. A new, full time FTSU Guardian, Karen Hawley, was successfully appointed and commenced in post on 4th May 2021.
- 8.2 The creation of a full time Guardian role will allow the previous work to embed FTSU within the organisation to be consolidated and further embedded / extended. In turn this will support work to promote a culture of speak up, listen up and follow up. The additional FTSU guardian resource within the organisation will also allow effective relationships to be built with relevant stakeholders and will support delivery of the MFT people plan and MFT Group Trust values.

9. Key Actions for 2021-2022

- 9.1 The National Guardian's Office mission is to 'make speaking up business as usual'. Raising concerns should be a normal part of an effective and safe work environment. To support this at MFT, the high-level deliverables for FTSU, over the next 12 months, are as follows:

Proposed FTSU Objectives, 2021-2022

9.2	Continue to expand and develop the diverse FTSU network of champions across MFT.
	Review FTSU processes and systems to ensure consistency of approach across the team.
	Ensure FTSU processes and approaches are aligned with the MFT People Plan.
	Develop and embed best practice processes to ensure FTSU concerns are triangulated against patient safety issues and promote organisational learning.
	Update FTSU communications by a range of means so that all staff are aware of the role of FTSU and how to contact the team.
	Continue to develop staff skills and knowledge around speaking up, listening up and following up.
	Continue to work with the National Guardians Office and Regional FTSU Network to ensure that MFT learns from national best practice.

9.3 More detailed plans, regarding these milestones, will be developed by the FTSU Guardian, with input from relevant stakeholders. Progress against these objectives will be reported via the HR Scrutiny Committee, and a summary of achievements will be set out in the 2021/22 annual report.

10. Conclusion

10.1 The MFT Freedom to Speak Up Programme has continued to make good progress during 2020/21 and this report outlines the achievements and impact FTSU has had during this year. The impact of the Covid-19 Pandemic on the NHS has meant that it has never been more important for staff to feel able to raise concerns about patient safety or their own experiences.

10.2 The appointment of a full time FTSU Guardian in May 2021, will provide huge opportunities to further embed FTSU across the hospitals, MCS, LCO and corporate services to help support an effective 'Speak Up, Listen Up, Follow Up' culture.