

**1.0 Background/Introduction**

All NHS Trusts are required to have a Freedom to Speak Up Guardian (FTSUG) in post following the Freedom to Speak Up Review undertaken by Sir Robert Francis and published in February 2015.

The Trust appointed a FTSUG in October 2017 and has implemented the ‘standard integrated policy’, which had been adopted in line with recommendations of the review by Sir Robert Francis into whistleblowing in the NHS.

**1.1 NGO**

The Trust sends quarterly data to the National Guardian Office. The data is categorised as follows:

- Elements of patient safety/quality of care
- Elements of bullying and/or harassment
- Number of cases where people indicate they suffered detriment as result of speaking up.
- Number of cases raised anonymously

**1.2 FTSU Index**

<b>East London Foundation Trust</b>	<b>National</b>	<b>London Region</b>	<b>Trust Type: Mental Health &amp; Learning Disability and Mental Health, Learning Disability &amp; Community Trusts</b>
80.2%	79.2%	78.9%	80.8%

The Freedom to Speak Up (FTSU) Index is one of the indicators which helps to build a picture of what the speaking up culture feels like for workers. It is a metric for NHS Trusts, drawn from four questions in the NHS Annual Staff Survey, asking whether staff feel knowledgeable, encouraged and supported to raise concerns, and if they agree that they would be treated fairly if involved in an error, near miss or incident.

This year, a new question was included in the NHS Staff Survey, asking workers if they feel safe to speak up about anything that concerns them within their organisation (This question has not been included in the FTSU Index scores to enable comparability to previous years. However, the answers to this question show a very strong positive correlation with the FTSU Index.)

The FTSU index is calculated as the mean average of responses to the following four questions from the 2020 NHS Staff Survey:

- % of staff "agreeing" or "strongly agreeing" that their organisation treats staff who are involved in an error, near miss or incident fairly (question 16a)
- % of staff "agreeing" or "strongly agreeing" that their organisation encourages them to report errors, near misses or incidents (question 16b)
- % of staff "agreeing" or "strongly agreeing" that if they were concerned about unsafe clinical practice, they would know how to report it (question 17a)
- % of staff "agreeing" or "strongly agreeing" that they would feel secure raising concerns about unsafe clinical practice (question 17b)

There was an additional question included in the 2020 NHS Staff Survey (Q18f) which 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 (question 18f)

This new question showed that, nationally, 65.6% of respondents felt safe to speak up about anything that concerns them in their organisation. The results of this question also showed a strong positive correlation with the FTSU Index.

The Trust's score on Q18f was 66.5%.

The Trust is using this Index score to plan how to continue making improvements and engage with its workforce to develop a positive speaking up culture.

### 1.3 Trust's FTSU Data

#### 1.3.1 Number of concerns raised by Directorate

The concerns raised in Bedford and Tower Hamlets related mostly to behaviours (bullying, harassment, negative behaviours) and processes.

Concerns raised in Specialist Services related to patient safety/quality of care and processes surrounding recruitment/employment.

<b>FTSU Concerns raised by Directorate (Oct 2020 - Mar 2021)</b>	<b>Q3 Oct 20 to Dec 20 Total</b>	<b>Q4 Jan 21 to Mar 21 Total</b>	<b>Q3 &amp; Q4 Total</b>
Bedfordshire	9	4	13
City & Hackney Services	3	3	6
Community Health Services - Bedfordshire	1	0	1
Community Health Services - Newham	3	1	4
Community Health Services - Tower Hamlets	2	3	5
Corporate Services	2	1	3
Forensic Services	2	1	3
Newham	1	1	2
Primary Care	0	1	1
Specialist Services	1	8	9
Tower Hamlets	5	5	10
UNKNOWN	0	0	0
<b>TOTAL</b>	<b>29</b>	<b>28</b>	<b>57</b>

#### 1.3.2 Number of concerns raised by NGO theme/category.

Due to the pandemic, the Trust started to record COVID related concerns raised with FTSU from April 2020.

The highest number related to concerns surrounding Processes/Organisational Structures. Included were concerns relating to fraud, friction between operational and strategic processes (and the impact on staff involved), banding and pay, lack of work in seconded role, processes for on boarding new staff, and workload.

Behaviours related concerns surrounded bullying, intimidation, harassment, inappropriate language/conduct and discrimination.

Patient safety/quality of care related to poor practices (lack of care, intimidation), workers not taken seriously when raised concern, number of staff on shift (inadequate).

<b>FTSU Concerns raised by Category (Oct 2020 - Mar 2021)</b>	<b>Q3 Oct 20 to Dec 20</b>	<b>Q4 Jan 21 to Mar 21</b>	<b>Q3 &amp; Q4 Total</b>
Element of Patient Safety / Quality of Care	1	6	7
Related to Behaviour including Bullying and Harassment	12	4	16
Processes/ Organisational Structure/ Other	12	14	26
COVID-19 Related	2	4	6
Unknown	2	0	2
<b>TOTAL</b>	<b>29</b>	<b>28</b>	<b>57</b>
NUMBER RAISED ANNONYMOUSLY	8	6	14
DETRIMENT AS A RESULT OF SPEAKING UP	0	0	0

### 1.3.3 Number of concerns raised by NGO Professional Level.

Workers (without management responsibility) raised the majority of concerns.

<b>FTSU Concerns raised by Professional Level (Oct 2020 - Mar 2021)</b>	<b>Number</b>
Worker	40
Manager	6
Not disclosed	11
<b>Grand Total</b>	<b>57</b>

### 1.3.4 Number of concerns raised by NGO Professional Group.

Registered Nurses and Midwives raised the majority of concerns, which were related to patient care/safety and negative behaviours.

<b>FTSU Concerns raised by NGO Professional Group (Oct 2020 - Mar 2021)</b>	<b>Q3 Oct 20 to Dec 20</b>	<b>Q4 Jan 21 to Mar 21</b>	<b>Q3 &amp; Q4 Total</b>
Administration, Clerical & Maintenance/Ancillary	8	3	11
Allied Health Professionals	1	4	5
Medical and Dental	2	1	3
Registered Nurses and Midwives	7	6	13
Nursing Assistants or Healthcare Assistants	0	1	1
Social Care	1	5	6
Corporate Services	2	2	4
Not Disclosed	7	5	12
Other	1	1	2
<b>QUARTERLY TOTAL</b>	<b>29</b>	<b>28</b>	<b>57</b>

### 1.3.5 Questions from NHS Staff Survey that relate to the ‘Speaking Up’ culture in the Trust.

The results of the index are representative of those who answered the 2020 NHS Staff Survey, not the full workforce in these Trusts.

The four questions used in the FTSU Index are clinical and incident centric and may not have the same applicability to all staff groups and trust types. Moreover, while they give an indication of FTSU culture, a healthy speaking up culture is about more than these issues and includes making improvement suggestions.

There was an additional question included in the 2020 NHS Staff Survey, which 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 (Q18f)

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.

The Trust’s result for Q18f this year is slightly above the national average.

Questions from NHS Staff Survey (Indicators of speaking up culture)	ELFT 2015	ELFT 2016	ELFT 2017	ELFT 2018	ELFT 2019	National Average 2019	ELFT 2020	National Average 2020
<b>Q16a</b> Organisation treats staff involved in errors/near misses/incidents fairly	57.2%	58.6%	59.5%	61.4%	61.5%	<b>59.7%</b>	61.3%	<b>60.9%</b>
<b>Q16b</b> Organisation encourages reporting of errors/near misses/incidents	87.1%	88.2%	87.8%	89.3%	88.7%	<b>88.4%</b>	88.0%	<b>88.3%</b>
<b>Q17a</b> Know how to report unsafe clinical practice	94.3%	96.8%	95.1%	95.1%	94.9%	<b>94.6%</b>	95.3%	<b>94.9%</b>
<b>Q17b</b> Would feel secure raising concerns about unsafe clinical practice	73.4%	75.8%	72.9%	72.1%	74.6%	<b>71.7%</b>	75.2%	<b>72.5%</b>
<b>Q18f</b> Would feel safe to speak up about anything that concerns them in their organisation (new question in 2020 survey)							66.5%	<b>65.6%</b>

## 2.0 Progress against work plan during last financial year

### 2.1 Key achievements

- **FTSU Month** – October 2020, an opportunity to highlight the importance of ‘Speaking Up’ when it is felt that something is just not quite right.
- **FTSU Pledges** – a drive by the NGO during FTSU month to engage colleagues with supporting FTSU. FTSU Pledges were created and shared by the Executive Team, FTSU Ambassadors and Service Directors.
- **Freedom to Speak Up e-learning modules** - developed in association with Health Education England (HEE) and the NGO. They are for everyone wherever they work in healthcare. They explain in a clear and consistent way what speaking up is and its importance in creating an environment in which people are supported to deliver their best.
- The first module ‘**Speak Up**’ is for all staff.
- The second module, ‘**Listen Up**’, for managers, builds upon the first and focuses on listening and understanding the barriers to speaking up.
- Information on both modules, and how to access the training, were shared with all staff via COMMS.
- **FTSU Champions** - recruitment drive launched in December 2020.
- **FTSU Newsletter** – shared by the Communications Team, in the ‘What’s New’ bulletin December 2020
- **FTSU Training** requested and delivered:
  - Corporate Inductions
  - New Specialist District Nurse Student Training
  - BAME Network
  - Corporate Secretariat Team
  - Junior Doctor Forum
  - Primary Care Directorate
  - CHS - Tower Hamlets - SE Locality
  - Business Partners C&H & Forensics
  - Bedfordshire Wellbeing Service
- Improved communication between FTSU and HR staff especially through grievances that have occurred following FTSU concerns.

## 3.0 Workplan for the coming financial year

### 3.1 Key priorities

#### **Priorities in previous FTSU Annual Report (October 2019 – September 2020)**

- Expand service user participation in FTSU, in each directorate.  
*-FTSU worked closely with FTSU service user and started the recruitment programme but due to Covid lockdown in December 2020 onwards, work stalled. Works underway to recruit more FTSU service users across all services.*
- Expand and develop the FTSU Ambassadors and Champions programme in all directorates of the Trust.  
*-FTSU Champions programme is up and running within four Directorates. Seven FTSUC already recruited and their visibility launched with staff across the Trust. Ongoing work to continue more FTSUC recruitment. Decision made to convert current FTSUA role into Champions to standardise the role.*

- Continue to disseminate and embed learning on all aspect of FTSU across all Directorates.
  - *Action accomplished and shared via COMMS in the ‘What’s New’ bulletins.*
- Collaboration with senior managers, People and Culture to improve the gaps identified in the top themes of concern in this reporting year.
  - *Work accomplished with regards to the concerns surrounding recruitment. Work is ongoing in relations to other themes raised.*
- Using the Freedom to Speak Up index questions and ELFT responses to those questions in the Annual NHS Staff Survey to inform where to target training and support, to make improvement and engage with the workforce to develop a positive speaking up culture.
  - *Targeted FTSU training delivered in different directorates and headlines also shared at the CEO Discussion Group, which includes the executive team, clinical and service directors and heads of departments.*
- Complete a FTSU Pulse survey with all staff in the Trust to assess:
  - Understanding of FTSU and what it is
  - How to access FTSU support
  - If they have availed of the service previously, their feedback on their experience of FTSU and how the service can be improved.

Survey to be completed again 6-9 months later to ascertain improvements in understanding of and accessibility of FTSU, and to assess improvements of understanding, ability to access and overall in the FTSU service.

  - *Still in planning – action carried forward to 2021/2022.*
- FTSU Conferences
  - *Planning in progress to hold a virtual conference October/November 2021*
- Discussions are now regularly occurring between with the Guardian of Safe Working Hours (GoSWH) for Junior Doctors and the FTSUG to see if there are any trends or similar themes being identified in both areas of work. No similarities have been found to date. This relationship is now further supporting with FTSU training for all junior doctors.
  - *Achieved and ongoing*
- Review the reporting period with FTSU Executive Lead, with a view to aligning the reporting period from April – March annually.
  - *Accomplished - The FTSU annual report has been updated (since last submission in Oct 2020) to allow the annual report to be in line with the financial year. This will support improved triangulation with other teams and services.*

### 3.2 Key priorities

#### Priorities for upcoming year (April 2021 – March 2022)

	Key priorities - April 2021 – March 2022	Timescale
1.	Triangulation of concerns and themes with Trust’s protected characteristics. <ul style="list-style-type: none"> <li>• To add inclusion of ethnicity data collection when a concern is raised (unless raised anonymously)</li> <li>• Carry out analysis of concerns data, taking into consideration the protected characteristics</li> </ul>	Commence capturing this information from April 2021.

2.	The FTSU team to develop new ways of sharing learning from 'speaking up' across the Trust specifically explore learning that could benefit staff across all directorates.	Ongoing
3.	Virtual Freedom To Speak Up conference Oct/Nov 2021	Oct/Nov 2021
4.	Update the current FTSU Board self-assessment. Complete gaps identified by the self-assessment and report regularly within identified governance framework.	Currently being reviewed to refresh roles and responsibilities in line with board member changes.
5.	Freedom to Speak Up e-learning modules, developed in association with Health Education England (HEE) and the NGO. Seeking to make this training mandatory for staff. 1. The first module – Speak Up – is for all staff. 2. The second module, Listen Up, for managers There is a targeted training module for leadership teams and stakeholders.	Planning is in conjunction with Training and Development. E-learning start date to be agreed for later this year.