



**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 14 June 2023 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | The evolution of speaking up in Hywel Dda |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Lisa Gostling (Director of Workforce and Organisation Development) |
| SWYDDOG ADRODD: REPORTING OFFICER: | Robert Blake (Head of Culture/Workforce Experience) Christine Davies (Assistant Director of Organisation Development) |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The paper outlines the continued development of the speaking up agenda within Hywel Dda. This agenda has been designed following the launch of a national toolkit and the implementation of both the Work In Confidence (WIC) platform and Speak Up Safely Champions (SUSC) programme.

There have been several significant events which have happened within society over recent years such as the Grenfell Tower disaster, Hillsborough Justice Campaign and The Post Office. These have all been high profile cases where unethical behaviours and injustice have been identified and fuelled the public's lack of confidence in public services. Patterns have emerged within these circumstances of people not feeling safe to speak out, not feeling listened to and therefore suitable actions not being taken. Public confidence in the NHS has also been shaken by experiences reported such as Harold Shipman, Mid Staffordshire NHS Foundation Trust, Shrewsbury, and Telford Hospital Trust and recently the case of Lucy Letby. All of which have seen similar patterns and calls for lessons to be learnt. The ongoing Blood Science inquiry outlined decades of cover ups within the NHS, and a 40 year wait to provide justice to those affected, adds more fuel to public criticisms.

The persistent backdrop of truth and justice campaigns has led the public to demand greater openness and transparency from organisations, particularly those in the public sector. The importance of listening to our staff voice around issues and concerns has never been so important. This rich data can support us to deepen our cultural understanding and enable a new focus in our cultural progression in Hywel Dda (HDdUHB).

The committee is asked to take assurance from the approach that is being taken. The change in focus involves embedding speaking up, building psychological safety, and destigmatising failure so that the organisation learns from errors, tackles concerns and resolves issues. All of which supports staff wellbeing, recruitment, and retention strategies and leads to the delivery of safer care for our patients and public.

Cefndir / Background

The preceding paper on this agenda was submitted to the committee on 19th June 2023. It outlined the need for speaking up to be developed and embedded as a cultural norm within Hywel Dda. There have been several high profile NHS reports detailing the need for staff to feel safe in speaking out on any issue that they may find troubling.

Sir Robert Francis's published his 2015 independent review Freedom to Speak Up, this called for the creation of open and honest reporting cultures within the NHS. Sir Francis described that - ***"The NHS is blessed with staff who want to do the best for their patients. They want to be able to raise their concerns about things they are worried may be going wrong, free of fear that they may be badly treated when they do so, and confident that effective action will be taken. This can be a difficult and a brave thing to do, even in a well-run organisation or department, but will be extremely challenging when raising concerns is not welcomed"***.

The report also outlines several key principles in normalising concerns, whistleblowing, tackling bullying, visible leadership, recognising and valuing staff who speak out and the need for reflective practices.

The media often demonstrates a very negative attitude to whistleblowing and speaking out across the NHS. A recent article from the Telegraph claimed that doctors and nurses lost their jobs and were driven to the brink of suicide whilst their concerns were dismissed.

A Welsh Government toolkit was launched late 2023. The comprehensive guide provided NHS organisations with a framework for action, outlining several expectations for the diverse stakeholders within NHS Wales organisations, and support in implementing a speak up safely culture. The toolkit is lengthy and pitched at many levels and based on much of the theory of speaking up safely. This may be too complex and result with staff disengaging and hindering the building of trust and safety. The toolkit is supported with some communication, with the developed posters outlined in Appendix 4, with images of serious, concerned staff which may fuel a perception that speaking up safely is something to fear.

A recent Health Education Improvement Wales (HEIW) event took place to set up a community of practice, the meeting detailed the toolkit where staff were labelled as "victims of speaking up safely. This narrative is something that the organisation wants to move away from, making sure we build psychological safety in the process. The General Medical Council (GMC) has also just released guidance on raising and acting on concerns. This again reiterates the need of an environment which people can talk about errors and concerns safely to enhance the quality of patient care and support innovation and development.

Asesiad / Assessment

History of speaking up agenda in the organisation

Hywel Dda has unofficially been developing a speak up culture for several years through the implementation of two mechanisms, the programme of Speak Up Safely (SUS) Champions and Work In Confidence (WIC) platform, with varying degrees of success.

The two mechanisms were implemented roughly the same time. The SUS programme was designed for staff to speak out around any clinical concerns whilst the WIC for workforce issues. It was proposed that the two aligned, but a decision was taken to keep the two mechanisms separate for clarity. The WIC platform has been fully implemented for just over two years and being utilised by staff with following results:

Conversations

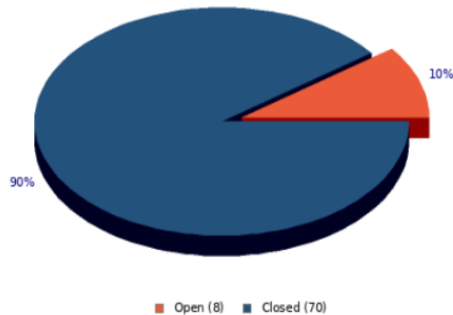
Between 01/04/2022 to 30/04/2024 you had 78 conversations started. This is the current status of those.

Average time to first response

1 days

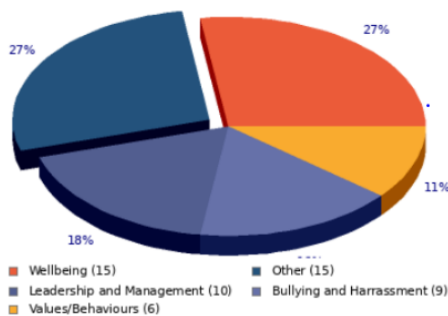
Average time to close

48 days



* The average time to close a conversation is skewed due to a small number of conversations staying open for responses by staff.

Your Top 5 Categories



Conversations Started by Category

| Category | Number Received |
|---------------------------|-----------------|
| Wellbeing | 15 |
| Other | 15 |
| Leadership and Management | 10 |
| Bullying and Harrassment | 9 |
| Values/Behaviours | 6 |
| Resources to do my Job | 4 |
| Patient Safety | 4 |
| Breach of Confidentiality | 4 |
| Thinking of leaving | 3 |
| Support around Finances | 2 |
| Other Categories | 6 |
| Total | 78 |

Note: Any categories marked as "Inactive" means that they have been removed from the system.

Responders on the WIC platform have been able to resolve a large majority of the issues raised through signposting or reviewing options and supporting staff to make choices. There have been a small number of cases where the Culture/ Workforce Experience Team (CWE) have collaborated with the Organisation Development Relationship Managers (ODRM), Leadership Team and Operational Workforce in dealing with issues raised.

The SUSC programme stalled, due largely to COVID, the programme failed to reach the height envisaged. Several staff were identified for the champions role and some initial meetings took place to discuss what the programme would offer. The pandemic then took hold and the scheme not surprisingly, failed to progress due to focus and resource needed elsewhere.

The 2023 National Staff Survey outlined progress has been made, it is encouraging to find that:

- ✓ **70%** agreed or strongly agreed that the organisation encourages staff to report errors, near misses or incidents.
- ✓ **76%** felt secure to speak up around unethical behaviours.
- ✓ **72%** felt secure to speak up around clinical concerns.

The survey also outlined that there is still work to do in embedding a culture of speaking up:

- **38%** agreed or strongly agreed that these staff were treated fairly. **-7%** on all Wales average.
- **51%** agreed or strongly agreed that the organisation takes appropriate action. **-3%** on all Wales average
- **52%** felt safe to speak up around anything that concerned them. **-5%** on all Wales average.

Patient Safety

| Question | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|-------------------|----------|----------------------------|-------|----------------|
| My organisation encourages us to report errors, near misses or incidents. | 3% | 6% | 21% | 51% | 19% |
| My organisation treats staff who are involved in an error, near miss or incident, fairly. | 4% | 9% | 48% | 31% | 7% |
| We are given feedback about changes made in response to reported errors, near misses and incidents. | 7% | 15% | 41% | 29% | 7% |
| When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again. | 3% | 8% | 38% | 41% | 10% |

We are all able to speak up

Raising concerns

| Question | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|-------------------|----------|----------------------------|-------|----------------|
| I am confident my organisation would address my concern. | 7% | 13% | 29% | 38% | 13% |
| I feel safe to speak up about anything that concerns me in this organisation. | 6% | 15% | 28% | 40% | 12% |
| I would feel secure raising concerns about unethical behaviour. | 4% | 7% | 13% | 50% | 26% |
| I would feel secure raising concerns about unsafe clinical practice. | 3% | 6% | 18% | 46% | 26% |
| If I spoke up about something that concerned me, I am confident my organisation would address my concern. | 9% | 17% | 38% | 28% | 8% |

There have been two sessions run for SAS Drs called the fearless organisation, this outlined the need to implement the foundational principles of speaking up and how building psychological safety is a vital cultural component.

This was followed at a recent Grand Round meeting where a few clinical colleagues expressed cynicism around speaking from past experiences in Hywel Dda. The lack of visible actions or mistrust around the management of these issues were constant themes in the session.

Evolution of speaking up

Welsh Government requested that healthcare organisations reviewed current internal offerings considering the published speaking up safely toolkits recommendations. A meeting proceeded in October 2023 with various Workforce, Patient Experience and Safeguarding colleagues who evaluated the current position of this agenda across HDd UHB.

The meeting reflected on the separation between the reporting mechanisms and how the agenda was identified and communicated across the organisation. Attendees created an action plan aligning to the toolkit's recommendations and agreed to form a small task and finish group that would meet and review for progression. It was agreed that having two separate mechanisms was complicated for staff, settling to combine the pair with both sitting within the CWE team's remit. The champions programme would be revitalised, with champions added to WIC as responders, so that any concern could be captured, and resolved.

The CWE team proposed an idea of a single identity, which staff could easily recognise and connect where speaking up was endorsed. This would act as an umbrella identity in which all mechanisms of speaking up would sit. The team have developed the following as the identity of this agenda for Hywel Dda.

The team have also repositioned the lens in which the agenda is viewed through. The team wanted to drive a positive element to the agenda, rather than one that is negative in connotation.

The removal of the word **safely** will break down the myths that speaking out is dangerous and something to fear, building psychological safety in the process and moving this agenda in becoming a cultural norm.

The 'Speak up, make meaningful change' agenda identifier will be featured on a variety of media, both digital and print.

Your voice matters, let's
make a difference
together

**Speak
Up** make
meaningful
change

Did you know that we stand with you when you
speak up? No retaliation, only support and action.

Speak up for a better future, with the support of our speak up
champions, Work in Confidence and many other resources.

Scan the QR code to find out more or email us:
workforce.experience.hdd@wales.nhs.uk

GIG Cymru NHS Wales | Hywel Dda University Health Board | Work In Confidence

The identifier will remind staff of the speak up campaign, as well as giving instruction each time it is seen, to '**speak up, make meaningful change**'.

Pictured here is the agenda identifier against a blue background, all colours can be amended to suit different themes.



The consistent strap line will feature across all communications:

“Safe and compassionate care is everyone’s responsibility in Hywel Dda. We’re listening.”

Safe and compassionate care is everyone’s responsibility in Hywel Dda. We’re listening.

This emphasis that the responsibility is on all staff, regardless of position, to act when they need to speak up. Additionally, it provides reassurance that staff will be heard, and appropriate actions taken as a result.

The team have designed several supporting documents that will support the launch and implementation of Speak Up – Make Meaning Change. These have been provided as appendices for this paper.

Appendix 1 - flow chart diagram outlining how staff can speak up.

Appendix 2 - Full communication strategy for launch.

Appendix 3 - Speak Up Champion list.

Appendix 4 – Poster campaigns for Speaking Up

There is also a robust action plan which the CWE team are utilising to complete all the various actions needed for the agenda to launch early September 2024.

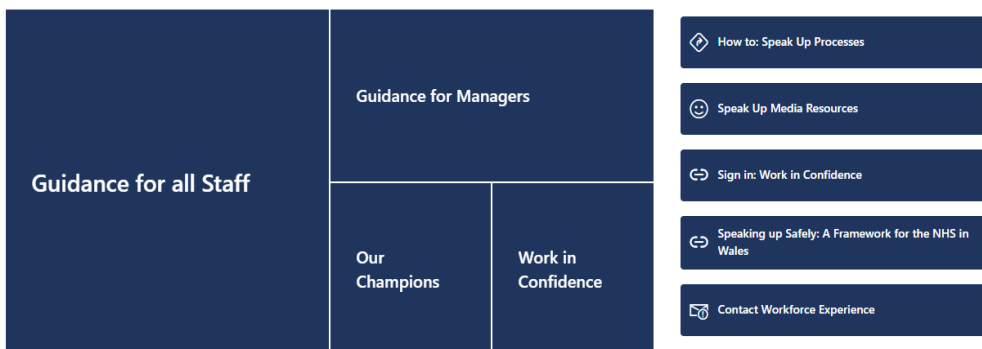
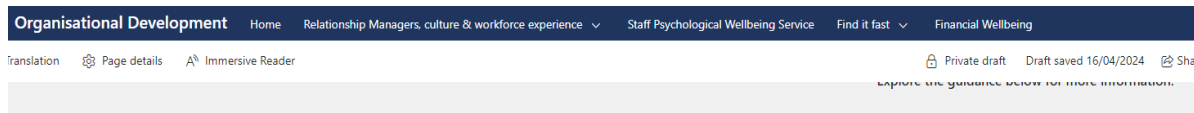
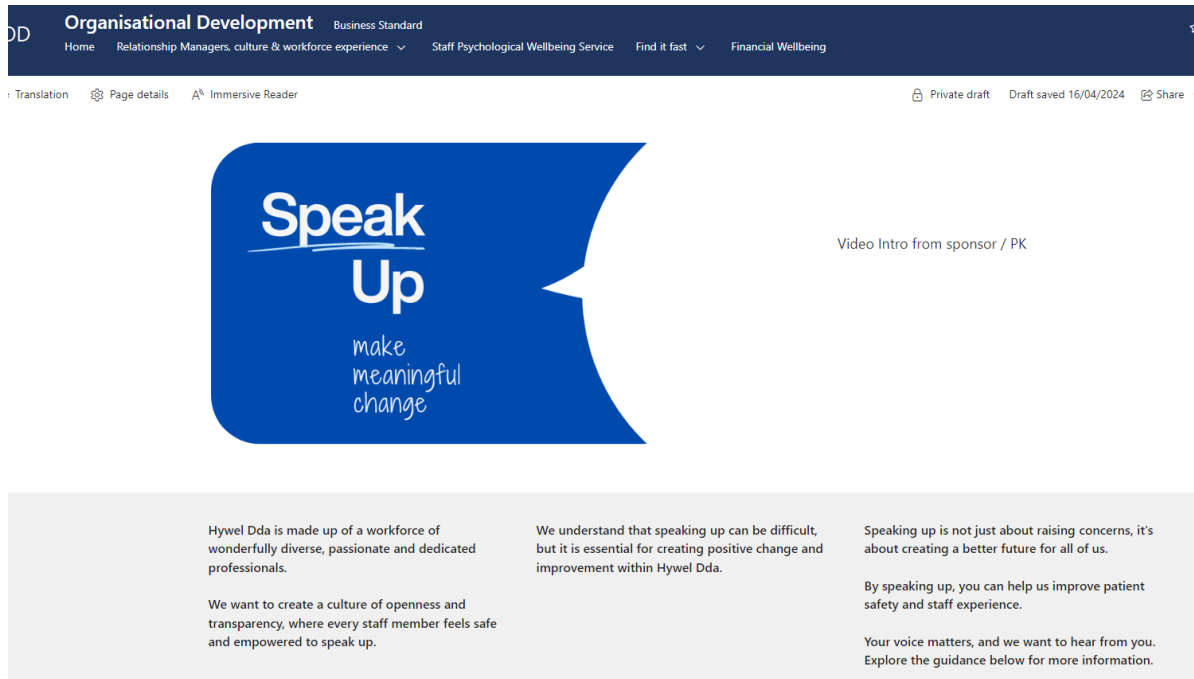
The Speak Up SharePoint will be the main repository for information relating to Speak Up. An audit of the Hywel Dda SharePoint sites revealed multiple pages in which speaking up was alluded to, however the main page for speaking up lacked up to date information and resources.

The main page will feature a video from senior leadership, introducing Speak Up and talking about the importance of creating a safer speaking up culture within Hywel Dda. The site will hold the most up to date All Wales Speaking Up guidelines, a process map for routes to speaking up, media resources, information on our champions and Work In Confidence information.

Staff who have access to a computer, tablet or smartphone will be able to access the SharePoint. Staff who do not have access to these devices will need to rely on others to share the information with them.

For this reason, we will create 'guides' to be embedded within the site which can be shared as PDFs or printed off. These guides will contain up to date information and support for all staff and leaders.

A connection to the national speaking up safely agenda will be made through the pages.



Supporting people to **Speak up** safely and with confidence

Hywel Dda poster campaign

Posters will be primarily displayed on all sites, as well as various ongoing staff events. Messaging of posters is audience centric - rather than bombarding staff with guidance and telling them what they *should* do, the aim is to provide positive quotes related to staff voice, creating an element of trust and assurance that the organisation understands its people, are actively listening and will take suitable actions, which supports cultural development.

The posters will support implementation of this agenda through breaking down the fiction and negativity of speaking up and creating fresh narrative of the agenda in HDdUHB.

Through the creation of simple and impactful visuals, it is envisaged that staff faced with a situation which requires speaking up will remember these posters and more likely to engage with the speak up processes.

Real staff photographs will be used, with an aim to create further engagement with the workforce.

Speak Up Champions

A meeting took place with existing champions outlining the plans for this agenda and asking the question, whether they would like to continue with the role.

It was extremely pleasing to hear so much positivity around the action plan and proposed changes. All champions confirmed that they would like to remain in the role and work to embed the agenda.

The programme will be refreshed in line with the new speak up identity. The champions will be trained as responders on WIC and will pick up any concern if staff want a face to face discussion or anonymously through the WIC platform.

The communication strategy will provide the workforce of clear identification of who the champions are and how to contact them. The champions are heavily weighted in the Carmarthen county so once the agenda is launched the team will seek employees wishing to take up the role in other areas, broadening and balancing numbers equally if possible.

The CWE team will also establish quarterly meetings to provide wellbeing assistance for champions and WIC responders. These will be supported by the Staff Psychological Wellbeing team, due to the possibility of distress being felt from being in a role listening to difficult

Speak Up make meaningful change

Meet your champions

Chantel Rhodes Ceri Wisdom Alison Thomas Helen Thomas Elizabeth Cook

Judith Bowler Alison Lucitt Philip Garrod Andrea Hughes Clare Emmanuel

Josephine Dyer

Safe and compassionate care is everyone's responsibility in Hywel Dda. We're listening.

Work in Confidence

experiences. These meetings will also provide a space for themes to be established from listening to concerns and these will then form part of the speaking up reporting.

Resolving concerns.

Nonclinical issues - All speak up concerns raised through the platform aligning to workforce issues will be resolved using current methods. Discussions exploring the colleagues' options will be appraised and agreed suitable collaboration with other teams utilising an informal or formal process approach will be taken and managed by WOD and themes and actions reported into PODCC on a 6 monthly basis .

Clinical issues - A meeting took place with Interim Executive Director of Nursing, Quality and Patient Experience and the Assistant Director of Nursing to understand how concerns are replayed back into services for learning. The speak up champions will be the only responders available for clinical concerns on WIC. Any issues raised which cannot be resolved informally will be escalated to relevant clinical leads. All actions taken as a result will form part of the reporting and storytelling to embed this agenda within the organisational culture. Meetings are arranged to discuss and approve this procedure for medicine and therapies. Once all viewpoints are collated, a final process will be agreed and implemented for clinical speak up concerns to be managed appropriately. This will be in line with the principles of the speak up agenda in HDdUHB.

Speak Up reporting.

The WIC platform provides an in depth ability to report themes, number of conversations raised and response times. The system also includes a case management system that will be utilised for all concerns raised through the platform or through the champions. This data along with the qualitative data obtained through quarterly meetings will form 6 monthly reports on this agenda for PODCC and QSEAC.

This will demonstrate how the agenda is being embedded and managed as the organisation progresses with a speak up culture. Case studies will be gained from employees, who agree to use their experiences as part of storytelling. Ensuring that HDdUHB replays what actions have been taken back into the organisation, demonstrating that we are making meaningful changes because of speaking up. This element is vital and forms a foundational element which underpins this agenda progressing. The need to demonstrate that meaningful change occurs must be seen and believed, building psychological safety, ensuring staff feel safe and comforted by the meso organisational attitude.

The team are planning to launch the Speak Up – Make meaningful change agenda early September, to enable adequate time for training champions on WIC and developing the communications. The platform is in operation, and we are still resolving issues raised through this, ensuring no detriment in supporting staff.

Conclusion

HDdUHB is continuing to build its speaking up culture from the implementation of the WIC platform with a new speak up identity. The soft launch of WIC begun the process in which staff feel safe utilising it to raise issues. Many of these issues have been quickly and easily resolved, with the support of WOD colleagues. There is more work required to educate the workforce around the champions programme which will complement the platform and widen the scope of the speak up agenda.

Other organisations are following the plan from HDdUHB, there have been two meetings with fellow NHS Wales organisations reviewing the platform, another three to be arranged. The two organisations have purchased the WIC platform and will utilise it as part of their internal processes, following our example.

The identity that has been created for the organisation and has not been shared with anyone externally from other NHS organisations. The CWE team wants this to be uniquely HDdUHB., once launched the team would be happy to collaborate on experiences and progress.

The organisation is looking to build this agenda to a position when we do not need confidential platforms.

One where our workforce feels safe to speak up using any mechanisms HddUHB have in place, knowing that it be actively listened to and result in meaningful change.



Argymhelliad / Recommendation

The Committee is asked to:

- Note the continued direction of travel.
- Take assurance from the cultural shift and progress.
- Note that the work to fully embed speaking up will be maintained and built upon.

| Amcanion: (rhaid cwblhau) | |
|--|--|
| Objectives: (must be completed) | |
| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | |
| Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com) | Choose an item. Choose an item. Choose an item. Choose an item. |
| Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com) | 2. Culture and valuing people 4. Learning, improvement and research Choose an item. Choose an item. |

| | |
|---|--|
| Amcanion Strategol y BIP: UHB Strategic Objectives: | All Strategic Objectives are applicable Choose an item. Choose an item. Choose an item. |
| Amcanion Cynllunio Planning Objectives | 1 Workforce Stabilisation 2 Financial recovery and route map Choose an item. Choose an item. |
| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022 | 2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 5. Offer a diverse range of employment opportunities which support people to fulfill their potential Choose an item. Choose an item. |

| Gwybodaeth Ychwanegol: Further Information: | |
|---|---|
| Ar sail tystiolaeth: Evidence Base: | Freedom to Speak Up – Sir Robert Francis (2013) Freedom to speak up Welsh Government (2023) Speaking up Safely: A Framework for the NHS in Wales (gov.wales) General Medical Council (2024) About Raising and acting on concerns - GMC (gmc-uk.org) The Telegraph (2024) - NHS bosses destroy careers of whistleblowers who complained about avoidable deaths (telegraph.co.uk) |
| Rhestr Termau: Glossary of Terms: | |
| Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee: | |

| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
|---|---|
| Ariannol / Gwerth am Arian: FinanciTal / Service: | e.g. financial impact or capital requirements: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) Integrated Impact Assessment Template |

| | |
|--|---|
| Ansawdd / Gofal Claf: Quality / Patient Care: | e.g. adverse quality and/or patient care outcomes/impacts: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) Integrated Impact Assessment Template |
| Gweithlu: Workforce: | e.g. adverse existing or future staffing impacts: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) Integrated Impact Assessment Template |
| Risg: Risk: | e.g. risks identified and plans to mitigate risks: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) Integrated Impact Assessment Template |
| Cyfreithiol: Legal: | e.g. legal impacts or likelihood of legal challenge: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) Integrated Impact Assessment Template |
| Enw Da: Reputational: | e.g. potential for political or media interest or public opposition: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) Integrated Impact Assessment Template |
| Gyfrinachedd: Privacy: | e.g. potential impact on individual's privacy rights or confidentiality and/or the potential for an information security risk due to the way in which information is being used/shared, etc: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) Integrated Impact Assessment Template |
| Cydraddoldeb: Equality: | e.g. potential negative/positive impacts identified in the Equality Impact Assessment (EqIA) documentation – follow link below <ul style="list-style-type: none"> • Has EqIA screening been undertaken? Yes/No (if yes, please supply copy, if no please state reason) • Has a full EqIA been undertaken? Yes/No (if yes please supply copy, if no please state reason) Equality Impact Assessments |

Staff Process: Raising a Concern or Issue

I have a concern or issue

Is it a safeguarding concern?

Have you witnessed incidents, experienced concerns or received information alleging abuse or inappropriate care of a child or adult at risk?

This could fall under our Safeguarding Policy, please find more information here:

Does your concern relate to a possible risk, wrongdoing or malpractice that has a public interest aspect to it, because it threatens or poses a risk to others?

Please see our Whistleblowing procedure [‘Procedure for NHS staff to raise concerns’](#) for more information and guidance

Do you want to remain anonymous?

You can use the Work In Confidence platform, where you can start a conversation and get a resolution anonymously:

<https://speak2us.at/hduhb>

Alternative options to the above solutions include:

| Line Manager | Culture & Workforce Team | Relationship Managers | Speak Up Champions | Workforce | Trade Unions |
|---|---|---|---|--|--|
| You can speak to your line manager to discuss any concerns or issues you may have | You can speak to a member of our Culture and Workforce Experience Team. Click here to reach out to them: workforce.experience.hdd@wales.nhs.uk | We have several Organisational Development Relationship Managers in Hywel Dda (ODRMs) Click here to reach out to them: hdd.relationshipmanagers@wales.nhs.uk | Our Speak Up Champions are located around Hywel Dda. To learn more about our champions, visit our SharePoint page: | Our Workforce department have lots of experts which you can speak to. To contact them please visit their SharePoint page: | If you are a union member you can reach out to your Union Representatives. Click here to find out more: |

If you are experiencing any difficulties in accessing any of the above information, please contact:

workforce.experience.hdd@wales.nhs.uk

Appendix 2

“Speak up, Make Meaningful Change”

Communications & Engagement Strategy

2024

AIM

The aim of the Speak Up communication strategy is to help foster a culture of openness and transparency where all staff feel empowered to speak up and raise concerns without fear of detriment. By encouraging individuals to speak up and make meaningful change, the aim is to improve patient safety, staff experience and create a true culture of continuous improvement within the organisation.

We want to increase usage of the Work in Confidence (WiC) platform and ensure widespread awareness and usage of the informal and formal speaking up processes that are available to all staff.

This will be a singular high-level communications and engagement strategy for the organisation to keep our staff engaged with Speak Up, with detailed plans and a schedule on specific areas of work underpinning it which will be listed in appendices.

GOALS

Engage

We will provide interesting and engaging communications to reach as many staff as possible. Continuous engagement will drive awareness and usage of the WiC platform, speaking up processes, and development of the Speak Up agenda over time.

Educate

We will provide clear, consistent, and up to date guidance around the practice of speaking up in Hywel Dda and the expectations on all staff.

Support

We will support the organisation to speak up and make a change through delivery of information and communications in a variety of ways, always compassionately destigmatising failures and concerns.

The way we do things

We will seek to maintain positive staff and stakeholder relationships and partnership working. This will be achieved through open and frequent communication, demonstration of corporate and clinical leadership, a united approach and listening and responding to feedback from our staff.

We should never assume that our Speak Up culture is static and will take into consideration the changes within Hywel Dda that may impact this.

We will listen and learn from staff who have differences of power and privilege to ensure equity.

RATIONALE

Having effective arrangements which enable staff to speak up (also referred to as ‘raising a concern’) helps to protect patients, the public and the NHS workforce, as well as helping to improve our population’s experience of healthcare. It is essential to ensure that all individuals have a voice, are listened to, and receive a timely and appropriate response.

Staff safety and well-being is also incredibly important to maintain the workforce, without whom we cannot operate. With the most recent staff survey results showing that there is work still needed, it is more important than ever to create that culture; one where individuals feel safe and able to speak up about anything that gets in the way of delivering safe, high-quality care or which negatively affects their experience. This includes, but is not limited to, matters related to patient safety, safe staffing, the quality of care, bullying and harassment (and cultures which enable this), as well as financial malpractice or fraud.

KEY TACTICS

In line with the health boards usual approach to communications, we will approach all our communications with the core principle of providing open and honest

communication with our people. We will be guided by frameworks and established mechanisms in place for communicating and engaging with staff and stakeholders.

Key tactics we will use to achieve our objectives are described in brief below, with more detail provided in the bespoke communication and engagement plans listed in appendices.

Goal 1 – Engage

Provide engaging visual and written communication, both virtually and onsite to alert the organisation to the refreshed approach to speaking up, which will include:

- An identity to include simple visuals which can be used across communications
- Posters
- Social media posts
- Leadership visibility through senior sponsorship and endorsement
- Hapi App engagement
- Viva Engage
- Globals
- ESR Banner
- Screensavers
- Singular SharePoint site to be linked to across the Hywel Dda SharePoint including the main home page
- Targeted communications aimed at staff networks where there are staff from diverse backgrounds, ethnicities and cultures
- Implementing Speak Up into corporate and local inductions
- Promoting our speaking up culture within our recruitment and job advertisements
- Attendance at roadshows and other staff events
- ‘You said – we did’ communications following on from 6 monthly evaluations
- Sensitively produced staff stories to promote when speaking up was successful

Goal 2 - Educate

Provide clear, consistent, and up to date guidance around the practice of speaking up in Hywel Dda and the expectations on all staff via a variety of methods, to include:

- Singular SharePoint site to be linked across the Hywel Dda SharePoint, to include up to date All Wales Speak Up Safely guidance
- Leadership endorsement to include education to managers around ensuring individuals speaking up do not suffer detriment e.g LEAP, STAR, Management programme
- Nudge approach through comms strategy around speaking up to educate and enforce the messaging of no detriment.

- Include impactful news stories around patient safety within education to reinforce messaging
- A process map to outline how staff can navigate through the options available to them
- Guidance around the use of the Work in Confidence (WiC) platform
- Sessions delivered through leadership development programs, where champions will be empowered to deliver content
- Sessions delivered and resources given to staff networks where there are staff from diverse backgrounds, ethnicities, and cultures
- Implementing Speak Up into corporate and local inductions

Goal 3 - Support

We will support the organisation to speak up and make a change through delivery of information and communications in a variety of ways, always compassionately destigmatising failures, and concerns, to include:

- Showing compassionate and honest leadership through senior endorsement of the speaking up agenda
- Access to appropriate personnel to support – line manager, SU Champions, ODRMs, Staff side reps.
- Providing information, resources, and signposting to support well-being across multiple staff platforms
- Speak up champions and staff involved in providing responses to concerns will be provided with support and advice from the staff psychological wellbeing team
- Support resources provided around anti-bullying and harrassment
- Speak up Champions will be provided with support and training before the launch of the agenda, to ensure confidence around the WiC platform and processes in place
- Celebrating success, sensitively and ensuring different groups of staff and recognised i.e. support as well as front line
- Ensuring Workforce and Organisation Development visibility as a source of continuous support throughout the speak up processes

Goal 4 - The way we do things

We will seek to maintain positive staff and stakeholder relationships and partnership working and be proactive in exploring the ways in which hierarchy, entitlement, power, and privilege may impact the ability of certain staff to speak up. This will include:

- Not assuming that our Speak Up culture is static and will take into consideration the changes within Hywel Dda that may impact this. We will evaluate routinely on a 6 month basis

- Listening and learning from staff who have differences of power and privilege to ensure equity
- Engaging with staff networks routinely to listen and learn from their lived experiences and use them to improve our processes
- We will need to pay attention in thematic information of any unconscious bias that may be playing out.
- We will keep up to date with local and national trends and ensure we are committed to best practice

PROCESS

The production of any media, videos, and creation of new SharePoint pages are time resource projects with legal obligations in regard to digital accessibility. These usually need to be planned and scheduled weeks in advance. If any changes or requests are required, then these timescales need to be considered.

The SharePoint page to be developed will be held within the Culture and Workforce Experience area. No new pages are to be created across the intranet which could dilute the messaging, instead links to this page are welcomed to ensure consistency.

Any training being delivered around the speak up agenda should maintain its original visual identity once implemented, and content should be accurate and up to date.

EVALUATION

Feedback from staff who have raised concerns will be requested through the WiC platform. We will monitor measures including exit interviews, turnover, board outcome survey. Cross referencing in patent safety point of view

We will report on the number of facilitated conversations, mediation, and requests for formal resolution.

We will report to PODCC as a regular agenda item following the evaluation process every 6 months

APPENDIX 3

Speak Up Champions

| Champion | Title | Area |
|----------------|--|---------------|
| Chantel Rhodes | ICT Project Manager Value Based Healthcare | Carmarthen |
| Ceri Wisdom | Service Delivery Manager | Carmarthen |
| Alison Thomas | Workforce Manager Recruitment | Carmarthen |
| Helen Thomas | Head of Medical Education & Professional Standards | Carmarthen |
| Elizabeth Cook | Quality Assurance Officer | Carmarthen |
| Judith Bowler | Sexual Health Nurse | Carmarthen |
| Alison Lucitt | Sexual Health | Llanelli |
| Philip Garrod | Senior Smoking and Wellbeing practitioner | Ceredigion |
| Andrea Hughes | Practice & Professional Development Nurse | Ceredigion |
| Clare Emanuel | Senior Capital Programme Manager - Planning | Carmarthen |
| Josephine Dyer | Senior Nurse Manager | Pembrokeshire |



Appendix 4

All Wales Speaking Up Safely poster campaign



Hywel Dda's proposed Speaking Up – make meaningful change poster campaign

All of which will use photos of current colleagues

“Knowing I can voice my concerns and contribute to our collective well-being makes me proud to be a part of this team.”




Safe and compassionate care is everyone's responsibility in Hywel Dda. We're listening.

Speak Up make meaningful change



Barddd Iechyd Prifysgol Hywel Dda University Health Board



Speak Up make meaningful change
Fact Vs Fiction



Barddd Iechyd Prifysgol Hywel Dda University Health Board



Barddd Iechyd Prifysgol Hywel Dda University Health Board



“When I have a concern, feeling heard is the first step. Knowing it leads to action? That's how we all move forwards.”



Safe and compassionate care is everyone's responsibility in Hywel Dda. We're listening.

Speak Up make meaningful change



Barddd Iechyd Prifysgol Hywel Dda University Health Board



“For me, speaking up is about caring. It's about making sure we are doing our best for every patient, every day.”



Safe and compassionate care is everyone's responsibility in Hywel Dda. We're listening.

Speak Up make meaningful change



Barddd Iechyd Prifysgol Hywel Dda University Health Board

