



Y PWYLLGOR ANSAWDD, DIOGELWCH A PHROFIAD QUALITY, SAFETY AND EXPERIENCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	07 December 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Creating and embedding the component of 'speaking up safely' within the organisational culture
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling (Director of Workforce and Organisation Development) Mandy Rayani (Director of Nursing, Quality and Patient Experience)
SWYDDOG ADRODD: REPORTING OFFICER:	Robert Blake (Head of Culture/ Workforce Experience) Cathie Steele (Head of Quality and Governance)

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

Extensive research has demonstrated that speaking up safely improves the experience of staff and protects the safety of patients. When an issue emerges or a mistake is made, it is vital that staff are encouraged to speak up and that lessons are learned. We are aware of the severe consequences to patient safety and quality when staff do not speak up. This agenda supports cultural progression, colleagues need to feel encouraged and empowered to raise concerns around anything that is potentially damaging their experience of work, and appropriate actions taken as a result.

The Committee is asked to take assurance in regards of the speak up safely agenda across Hywel Dda University Health Board (HDdUHB). This agenda has again been highlighted from the recent case of Lucy Letby and the organisational failings regarding clinicians raising concerns and not being listened to. This paper outlines the direction of travel and intention regarding the Welsh Health Circular (WHC) speak up safely framework.

Cefndir / Background

The need for a speaking up safety culture across the NHS has never been so significant. Sir Robert Francis's published his 2015 independent review Freedom to Speak Up, this called for the creation of an open and honest reporting culture within the NHS. The report outlined two key themes –

1. NHS staff were afraid of possible repercussions that speaking up would have on them and their careers.
2. Staff feeling it was futile to raise concerns because nothing would be done.

In 2022, Donna Ockenden published an independent review in response to the shocking incidents within maternity services at Shrewsbury and Telford hospital. The final report drew upon a culture of 'them and us' between midwives and obstetric staff, which engendered fear among midwives to escalate concerns to consultants. It established a lack of psychological safety in the organisation and reduced the ability for the service to make positive changes. Ms

Ockenden said that “staff were frightened to speak out about failings amid a culture of undermining and bullying”.

A recent 2023 Freedom To Speak Up (FTSU) survey from the National Guardians Office claimed that there was a decline in speaking up safely cultures across NHS organisations in England. The survey was the sixth that collated qualitative data from Speaking Up Guardians. The new national guardian for the NHS, Dr Jayne Chidgey-Clark, a registered nurse, said:

“In order to reap the benefits which speaking up can bring, it is vital that it is welcomed as a tool for improvement. This response from one guardian highlights the impact of these systemic issues: “Staff in the NHS and healthcare are on the brink of crash and burn. Depression, anxiety, stress and burnout are at their highest levels. Staff are scared to raise concerns and ignored when they do. Managers feel that as the guardian is in post, they don’t have to do anything. Senior leaders are the same. If I challenge, I am shot down and belittled, I have no fight left in me. I can’t do any more”

The latest findings from the FTSU survey showed that a quarter of Guardians **(26%)** said the speak up culture in healthcare had deteriorated. This was a sharp decline compared to previous years when most respondents consistently reported improvements in the speaking up culture in the healthcare sector.

Three-quarters of respondents **(75%)** said that disadvantageous and/or demeaning treatment because of speaking up was not tolerated in their organisation. Nonetheless, most respondents **(66%)** perceived the fear of detriment as having a noticeable or very strong impact as a barrier to workers in their organisation speaking up.

Two-thirds of respondents **(67%)** identified futility (i.e. the concern that nothing will be done) as being a 'noticeable' or 'very strong' barrier to workers in their organisation speaking up. This was an eight percentage point increase compared to responses to the previous survey (58% 2021) This demonstrates that many still perceived the existence of significant barriers to speaking up within their NHS organisation.

The impartial reviews and the FTSU survey demonstrate a huge lack of psychological safety across NHS organisations. This has been an ongoing challenge for healthcare providers. The safety element is a vital component for any organisational culture. Psychological safety plays a significant role in wellbeing, creates an environment in which change is embraced, where there are mechanisms to resolve concerns and conflict. A culture that supports new ways of working being tested and reflected on with no threat, that destigmatises failures and supports learning opportunities.

Welsh Government instigated a small task and finish group with membership from NHS organisations to develop a Speak Up Safely Toolkit. Building on the staff psychological safety foundation work already put in place by the Culture , Workforce Experience Team, an OD representative was invited on the group. This toolkit has now been published and a request that organisations across Wales review their current position against the associated recommendations.

Asesiad / Assessment

The organisation implemented two major mechanisms to support its workforce to speak up around any concerns. These methods were implemented separately and offered colleagues options in how they elevated issues regarding clinical concerns and workforce matters.

Speak up Safely Champions

The Speak Up Safely Champions align very closely with England's Speak Up Guardians. The Speak Up Safely Working Group implemented the programme in May 2021 and looked to roll it out across the organisation. The Champions were attained through expressions of interest and those applying would take up the role as an additional responsibility to their substantive position.

There were eleven colleagues chosen as Champions from across all acute sites, Hafan Derwen and a couple of clinics. These would be points of contact for staff wanting to speak up safely and would role model the promotion of a positive and open culture. The role provides empathetic listening and objectively assess any appropriate actions needed for resolution of the issue. Champions would ensure any barriers to speaking up are addressed and employees feel safe and supported in the process. There was an understanding that the role would require relevant training and support to undertake the role.

Speak up Safely Ambassadors

The support was provided in a small group of Ambassadors who would offer council for any issues that required escalation. This role worked closely with the Champion to ensure that all barriers to staff speaking up are removed and that an open and learning culture would be fostered. There are five Ambassadors who would ensure immediate action and escalation where issues of patient or staff safety are raised, and action is undertaken with themes reported through the quality, safety, and experience governance process.

Work In Confidence

The Work In Confidence (WIC) platform was implemented in June 2022 by the Culture/ Workforce Experience Team. The need for such a system was identified through several surveys such as the NHS Wales 2020 and the Nursing Your Wellbeing Matters 2022, which outlined concerns attributed to low levels of psychological safety, and an inability to feel safe in raising concerns.

How does WIC work ?

The system provides the workforce with an ability to raise an anonymous concern or idea with a dedicated responder around several defined topic headings. These headings provide a reserved list of which responders are available for that topic, harnessing the best expertise of who will be able to progress concerns appropriately. Any colleague raising an issue can select who they would like to respond; this adds to the safety factor. The chosen responder is alerted to the new message through email and will log into the system to reply, opening a two-way discussion with the individual.

There is no chance of knowing who the responders are talking with, unless the colleague divulges something in the discussion that can identify themselves.

Each conversation is totally anonymous and treated with the utmost sensitivity and compassion, the responder will try to resolve the concern themselves and only closes a conversation when the individual raising the concern is happy with the outcome or if there has been no response for 2 months.

There is a variety of topics in which colleagues can raise concerns. The responders all come from within four teams the Culture/Workforce Experience Team, The Organisation Development Relationship Managers, Information Governance, and the Staff Psychological Wellbeing Team. The WIC platform offers a unique support mechanism for staff who wanted to remain anonymous in raising a concern.

These two mechanisms complement each other wonderfully providing both safe personnel and anonymous platform to raise issues. It was decided that clinical concerns would be directed to the Speak Up Safely Champions, whilst workforce concerns the WIC platform. These mechanisms would form the basis of how the organisation would support the successful embedment of this agenda within the organisational culture.

Current position and future plans

The new Welsh Government toolkit provides NHS organisations with a framework for action. A meeting proceeded early 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. The attendees have created the following action plan(appendix 1) aligning to the toolkit's recommendations. All attendees have committed to forming a small task and finish group that would meet quarterly to review the plan, and report back on progression.

Reflection of Champions programme

The thinking from the group was that the Champions programme hadn't had the impact that was envisaged at inception, This was due to several factors, the pandemic hindering successful implementation and reducing an ability to progress the programme.

It has been recognised through current and previous FTSU Guardians Surveys that protected time for these roles is an essential factor to add impact. The latest survey stated that:

- ✓ Seven out of ten (70%) respondents had some ring-fenced time to carry out their role (66% 2021, 70% 2020). Among those supporting NHS trusts, that figure rose to 84 per cent.
- ✓ A quarter of the respondents had more than four days per week of ring-fenced time. Among those supporting NHS trusts, 40 per cent had more than four days per week to carry out their role, an increase of 14 percentage points since the 2021 survey.

The Champions role In HDd UHB is one which applicants took up as well as their substantive role. There has been no protected time and a lack of development as a Champion. It was also noted that, there hasn't been a collection of data from the Champions to evaluate how many or how they were managing any issues raised to them.

Reflection of Work In Confidence (WIC)

WIC has provided the workforce a method in raising issues with a safety net of confidentiality.

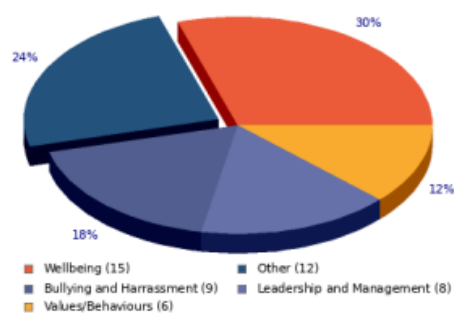
The system provides the workforce with an ability to raise an anonymous concern or idea with a dedicated responder around several defined topic headings. These headings provide a reserved list of which responders are available for that topic, harnessing the best expertise of

who will be able to progress concerns appropriately. Since launching the platform in 2022, the organisation has now seen:

- **214** users register to use the system.
- **72** anonymous conversations raised.
- **63 (87.5%)** concerns successfully resolved and closed.
- **1 day** – average time to respond.

Categories

Your Top 5 Categories



Conversations Started by Category

Category	Number Received
Wellbeing	15
Other	12
Bullying and Harrassment	9
Leadership and Management	8
Values/Behaviours	6
Resources to do my Job	4
Breach of Confidentiality	4
Patient Safety	4
Thinking of leaving	3
Diversity and Inclusion Matter...	2
Other Categories	5
Total	72

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

An evaluation of the platform was outlined in a recent paper for People, Organisational Development Committee in May 2023. It was evident that the platform provides the system responders an ability to resolve low level issues quickly and efficiently. The concerns raised through it have mainly been settled through signposting or more in depth conversations. The system has only received a small number of issues that needed escalation to gain possible solutions. This was envisaged as part of the platform’s introduction, colleagues have yet to build trust in it and wouldn’t feel entirely safe using it.

Next steps

- Task and Finish Group now established and will work on progressing the action plan (appendix 1)
- A diverse communications campaign where HDd UHB creates an identity for speak up safely will be created and embedded.
- Galvanize and refresh Speak Up Safely Champions, learning from the work completed in England.
- Incorporate this agenda into various leadership programmes to support the continued progression.
- Continue to embed psychological safety as part of cultural progression work and report through Quality, Safety and Experience Committee (QSEC) through an annual thematic report.

Conclusion

Speak up safely is a vital element for an organisations culture, especially those in healthcare. The need for the workforce to feel safe and know-how and to whom to raise issues of any type is necessary to enhance trust, transparency and protect standards of care. The organisation has begun to embed this through the two mechanisms outlined above. This is just the beginning and the need to build psychological safety and embed this agenda as part of the cultural norm over time. The engagement of all involved will ensure that this progression will be continuous and reported through cultural reports.

Argymhelliad / Recommendation

The Committee is asked to:

- **NOTE** the continued direction of travel.
- **TAKE ASSURANCE** from the intent and actions outlined.
- **NOTE** the work being undertaken to fully embed a speak up safely culture in Hywel Dda UHB.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.8 WHC 2023 036- Speaking Up Safely Framework - To provide assurance to the Committee on the organisation's ability to create and manage strong, high performance, organisational culture arrangements.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	1. Safe 6. Person-Centred 5. Equitable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	2. Culture and valuing people 1. Leadership
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	2a Staff health and wellbeing 2b Employer of choice 2c Workforce and OD strategy

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
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Freedom to Speak Up report Sir Robert Francis 2015 Ockenden Review Ms Donna Ockenden 2022 Decline in NHS speaking up culture 'very concerning' Nung Times 2023-FTSU-Guardian-Survey.pdf (nationalguardian.org.uk)
Rhestr Termau: Glossary of Terms:	
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd, Diogelwch a Phrofiod: Parties / Committees consulted prior to Quality, Safety and Experience Committee:	

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / 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 Assessment

Recommendation	Reference Number	Action	Lead Executive	Lead Person	Date Due	Date Last Updated	Progress Status	Comments/Updates
Appoint an Independent Member/ Non-Executive Director as Speaking Up Safely Champion as well as an Executive Lead	MD1/1	To confirm that the Chair is the current identified Independent member and the Director of Nursing is the Executive Lead.	Director of Nursing, Quality and Patient Experience	Head of Quality and Governance	31/10/2023	20/10/2023	Fully complete (Approved)	Confirmation received that Lisa Gosling (Director of WOD) and Mandy Rayani (Director of Nursing, Quality and Patient Experience) will be the joint executive leads and Anna Lewis will be the IM lead.
Ensure adequate investment that provides sufficient resource to support the continuous development of the organisational SUS approach and associated culture change.	MD2/1	To request that the OD comms officer supports the working group	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	03/11/2023	20/10/2023	Fully complete (Approved)	There is dedicated resource to establish and embed this agenda with the Culture/Workforce Experience/ ODRM teams. There are also other Workforce teams that will support this agenda's progression and the Working in Confidence (WIC) platform and SUS Champion programme.
Embed Speaking Up Safely in the functions of a board committee, which can be an existing committee, to support the champion/lead for speaking up in terms of guiding the organisation's approach. Membership of the committee should consist of a range of key stakeholders	MD3/1	To establish Speak up Safely as regular agenda item in PODCC (6 monthly reporting) and staff networks.	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	29/03/2024	20/10/2023	In progress	Regular updates to be provided on various mechanisms to evaluate progression e.g Working In Confidence Platform which will include cases where the Speak Up Safely champion have been contacted
	MD3/2	To provide reports on quality themes raised through Speaking Up Safely to Quality, Safety and Experience Committee through the Quality Assurance Report	Director of Nursing, Quality and Patient Experience	Head of Quality and Governance	28/03/2024	20/10/2023	In progress	
	MD3/3	To provide reports on quality and safety matters (case studies if possible) raised through Speaking Up Safely to the Listening and Learning Sub Committee	Director of Nursing, Quality and Patient Experience	Assistant Director of Legal and Patient Experience	29/03/2024	20/10/2023	In progress	
Ensure that clear and easy to follow processes are in place to allow individuals to raise concerns (including anonymously). The NHS Wales Procedure for Staff to Raise Concerns is a necessary minimum standard, but is not in itself sufficient for facilitating and supporting a Speak Up Safely culture	MD4/1	To establish a process flowchart which clearly demonstrates the process for management of concerns raised through Speaking Up Safely	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	28/12/2023	20/10/2023	In progress	A process is in place, however the arrangements between the various corporate teams e.g. Culture/ Workforce Experience, Patient Safety, Operational Workforce and Safeguarding need to be identified more clearly to ensure that there is not overlap in cases each team may have.
	MD4/2	To review an update the Speak Up Safely SharePoint site so that it is more user friendly and an easier resource for staff	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	28/12/2023	20/10/2023	In progress	Hywel Dda currently has SUS intranet pages to inform staff of various means to raise concerns.
	MD4/3	To develop a communication strategy to educate the organisation of the Speak Up Safely agenda within Hywel Dda.	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	28/12/2023	20/10/2023	In progress	The groups were identified by the original Speak Up Safely working group. The agenda has been communicated at all staff network groups and within BAME Bullying and Harassment task and finish group in the form of Working In Confidence platform. A session has been developed and was facilitated for SAS DRs 22.9.23
Identify those groups which experience the most barriers when speaking up and ensure that processes are inclusive and equitable.	MD5/1	To identify the groups where there may be barriers to speaking up. Process to be established for when incidents raised through Datix Cymru that meet the Speak Up Safely agenda e.g. staff on staff incidents, how the information will be transferred to Working In Confidence and the incident record made restricted access and then closed from an incident process.	Director of Nursing, Quality and Patient Experience	Head of Quality and Governance	20/10/2023	20/10/2023	Fully complete (Awaiting approval)	
Ensure that the response mechanism/process is continuously monitored, clear and timely (equally as important as the procedure to raise concerns)	MD6/1		Director of Nursing, Quality and Patient Experience	Head of Quality and Governance	30/11/2023	20/10/2023	In progress	Process agreed but not documented. Document to be written.
	MD6/2	To audit the response times within Working In Confidence and report any issues and themes to the Speak Up Safely Working Group	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	29/03/2024	20/10/2023	In progress	
Ensure that individuals speaking up do not suffer detriment as a result of raising concerns.	MD7/1	To blend unconscious bias training into managers and leaders training so that managers understand their role in supporting those who have raised concerns through Speaking Up Safely	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	31/01/2024	20/10/2023	In progress	
	MD7/2	To develop a communication strategy to educate the organisation of the Speak Up Safely agenda within Hywel Dda. This will include the need to ensure individuals speaking up do not suffer detriment as a result of raising concerns	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	28/12/2023	20/10/2023	In progress	
Undertake regular reviews of responses, as well as of the leadership and governance arrangements in place, and provide regular reports to the appropriate committee	MD8/1	To audit the quality of response times within Working In Confidence and provide report to the Speak Up Safely Working Group	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	29/03/2024	20/10/2023	In progress	
	MD8/2	Speak Up Safely Working Group to consider the audit findings in preparation for 6 monthly report to PODCC	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	29/03/2024	20/10/2023	In progress	
Ensure that arrangements are in place to monitor concerns/issued raised against the protected characteristics of the Equality Act 2010 and the implementation of any learning as a result of this	MD9/1	To utilise function in Working In Confidence to monitor issues raised from colleagues with protected characteristics.	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	27/10/2023	20/10/2023	Fully complete (Awaiting approval)	Arrangements already in place
	MD9/2	To establish reporting mechanism through PODCC and ER	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	29/03/2024	20/10/2023	In progress	
Request feedback from all individuals who have spoken up and evaluate the feedback received (consider inviting a sample of individuals who have spoken up to attend committees and Board meetings to discuss experiences and share learning)	MD10/1	To utilise the survey used for ER (Microsoft office form) for concerns raised through Speaking Up Safely and Working in Confidence.	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	29/12/2023	20/10/2023	In progress	This has proved extremely difficult as most concerns raised through Working In Confidence are anonymous. The team will continue requesting so that learning is gained, this might become easier once the ongoing communications are established.
	MD10/2	To explore whether the psychological safety survey (IHI and Safer Care Collaborative) has any feedback relating to Speaking Up Safely.	Director of Nursing, Quality and Patient Experience	Head of Quality and Governance	29/12/2023	20/10/2023	In progress	

Fully implement the All-Wales branding/messaging for Speaking Up Safely	MD10/3	Speak Up Safely Working Group to consider whether other mechanisms of feedback are required once Microsoft form in place and psychological safety survey explored.	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	29/03/2024	20/10/2023 In progress	The current Staff to Raise Concerns policy is under review and will be taken forward for ratification at PODCC in December 2023
	SD11/1	To review an update the Speak Up Safely SharePoint site and ensure that the all Wales branding and messaging is in place.	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	28/12/2023	20/10/2023 In progress	
	SD11/2	To monitor the all Wales policy developments and ensure that the developments are reviewed within the Speak Up Safely Working Group and Health Board process and information e.g. SharePoint is updated as required	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	30/08/2024	24/10/2023 In progress	
	SD12/1	Speak Up Safely Working Group to review the communication strategy to ensure that it has achieved awareness of speaking up and that the agenda continues to be promoted	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	30/04/2024	20/10/2023 In progress	
Continuously/consistently promote and raise awareness of speaking up and listening/responding as a pro-social/desirable behaviour	SD12/1	To work with colleagues to promote psychological safety and Speaking Up Safely within the leadership development programme and the new management development programme.	Director of Workforce and Organisational Development	Head of Culture and Workforce Experience	28/03/2024	20/10/2023 In progress	
Ensure that appropriate training to deliver a Speaking Up Safely culture is rolled out to leaders, managers and staff throughout the organisation, as part of leadership and management development arrangements	SD13/1						