

Vision and Strategy 2021-2024

Introduction

In line with the NHS People Promise to ensure everyone has a voice that counts, that we are compassionate and inclusive and that we are always learning, the Trust has developed a Freedom to Speak Up strategy.



Background

Following the Mid-Staffordshire Inquiry, Sir Robert Francis published a report in 2015 that highlighted the importance of cultures that embrace transparency and support raising concerns to improve quality and safety of care. This report provided recommendations for NHS Trusts, supported by the National Guardian's Office and is now included in the NHS Contract which is monitored by the Care Quality Commission (CQC). The CQC assess a Trust's speaking up culture during inspections under key line of enquiry (KLOE) 3 as part of the well-led question.

Since the first report was published, Sir Robert Francis has subsequently published a number of follow-up reports assessing how NHS organisations have adopted and embedded best practice on raising concerns.

Consistent and strong leadership and a developing culture that places less emphasis on blame when things go wrong and more importance on transparency and learning from mistakes will help to support this strategy.

Our Vision

We are a workplace where all our staff are encouraged, supported and feel able to Speak Up and are actively listened to and valued to ensure we provide the best possible care.

Our Strategic Priorities

- We will develop and embed attitudes and behaviours which reflect a culture in which all staff have a voice that is heard and valued
- We will make it easy for staff to Speak Up using a variety of routes to ensure access for all;
- We will listen without bias when our staff want to Speak Up;
- We will ensure everyone in our organisation and staff employed by our partners and contractors can Speak Up ;
- We will act on concerns raised;
- We will develop our policy for speaking up that reflects our vision and values;
- We will learn from the concerns raised and ensure that these are widely shared throughout the organisation
- We will ensure that all our staff receive training regarding Speaking Up
- We will ensure managers receive the appropriate support to deal with concerns raised;

How will we measure progress against this strategy?

We will measure:

- Time to resolution
 - Year 1 Target – 30 days
 - Year 2 Target – 25 days
 - Year 3 Target – 20 days
- Monitoring trends on who is speaking up including:
 - demographics;
 - professional groups; and
 - service areas.
- Trends and themes of concerns being raised
- National Guardian’s Office annual index report
 - Year 1 Target – 80%
 - Year 2 Target – 81%
 - Year 3 Target – 82%
- National Staff Survey data
- Quarterly Cultural Barometer results
- Compliance with Freedom to Speak Up training



How will we know if the strategy has been successful?

- Staff know how to report a concern, to whom
- Year on year improvement in FTSU index in line with the measures above
- Year on year improvement in National Staff Survey and quarterly Cultural Barometer results
- Evidence of Freedom to Speak Up training being undertaken
- Evidence of lessons learnt from Speaking Up being implemented and embedded.
- An embedded culture where all our staff feel that everyone has a voice that counts.

