



## **Framework for Speaking up Safely in NHS Wales**

### **Swansea Bay University Health Board Self-Assessment against organisational requirements – Section 6. Requirements for Organisations**

#### **Organisations will:**

- a. Appoint an Independent Member/ Non-Executive Director as Speaking Up Safely Champion as well as an Executive Lead.**

Swansea Bay University Health Board has in place as Speaking Up Safely Champions the Chairman and an Independent Member (who currently chairs the Workforce & OD Board Committee). The Director of Workforce & OD is the Executive Lead for Speaking Up Safely.

- b. Ensure adequate investment that provides sufficient resource to support the continuous development of the organisational Speaking Up Safely approach and associated culture change.**

As part of our on-going journey of transformation towards becoming a high quality, clinically lead organisation with a culture of openness, honesty, transparency, where our Values are a lived experience by all, Swansea Bay University Health Board invested in an independent Speaking up Safely service provider called the Guardian Service Ltd.

Through this service, staff are able to raise any work related concern or issue in confidence, available 24/7. It has been embedded locally to the national Procedure for NHS Staff Raising Concerns and complements other existing staff support and interventions. The service was introduced in May 2019, in response to staff feedback following the 2018 NHS Wales Staff Survey.

We have developed and continue to build upon a strong partnership working relationship. Board members, staff side and managers have had joint training on a just and restorative culture provided by teams from Mersey Care and Northumbria.

In addition to the support from their line manager, staff are also able to raise concerns through their trade union representatives, HR, Occupational Health & Staff Wellbeing. There are around 300+ Wellbeing Champions across the Health Board that staff can access as well as diverse Staff Networks and the Chaplaincy service, all of which are promoted widely.

The Health Board's Culture, OD & Staff Experience Team support and promote all of these resources on a regular basis through Management & Leadership touch point sessions, bespoke team development and personal development workshops and awareness raising events, for example October's Speak Up Month and November's Anti-bullying Week.

## SBU HB Self-Assessment & Action Plan, 30<sup>th</sup> October 2023

Raising concerns is embedded as part of our values-led Induction programme and promoted across a variety of mediums, including via posters across Hospital Sites and digitally via the intranet, internet (staff section), ESR and Datix. Duty of Candour Q&A Drop-in Sessions, on-line training videos and awareness raising are also available to all staff.

Our work within the Leadership module of the national Safe Care Collaborative supports a culture of openness and innovation, where staff are empowered to share ideas for improvement and to make a positive difference for our patients.

The Health Board published its 5-year Quality Strategy in March 2023. Following an intensive staff engagement programme called 'Our Big Conversation', the feedback of this has led to the development of 10-year Organisational Vision published in September for a High Quality Organisation, Clinically Led Organisation with a culture where staff have a voice and their feedback is heard and responded to.

Both these documents are supported by implementation plans, monitored through the Health Board's leadership team and Board.

- c. 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, including (but not limited to) some of those identified in Section 4.**

Speaking up Safely is embedded in the Board governance structure with bi-annual Guardian reports and plans presented the Workforce, OD and Digital Committee and annual reports presented at the Audit Committee.

Other indicators supporting Speaking Up Safely such as Grievances and Respect & Resolution cases, Bullying and Harassment and other ER cases are also reviewed at the Workforce, OD and Digital Committee.

The Health Board's Quality and Safety Committee also has sight of relevant incidents and quality and Safety concerns.

In addition, 8-weekly monitoring and reporting meetings are held between the Chairman and IM Speak up champions and the Guardian Service. Monthly monitoring and reporting meetings are also held between the Director of Workforce & OD, Executive Lead, and the Guardian Service. Both forums assist with assurance and support and guide the organisations approach. The Head of Culture, OD & Staff Experience reports on Speaking Up Safely to Management Board. The Workforce & OD Delivery Group is used to engage with wider stakeholders across Service Groups & Directorates in the discussion and delivery of recommendations from the Guardian Service Reports. Monthly activity reports from the Guardian Service are also shared with HR Business Partners to assist in triangulation with other Workforce intelligence across the Service Groups.

## SBU HB Self-Assessment & Action Plan, 30<sup>th</sup> October 2023

Within our quality and safety structures we have a Patient and Stakeholder Experience Group (PSEG) which meets monthly and reports into Quality and Safety Group, which in turn reports into Quality and Safety Committee. PSEG receives feedback from patients and staff regarding the quality and safety of our care and escalates any issues of concern into the Quality and Safety Group. PSEG will continue to work to strengthen approaches to triangulating patient and staff experience.

The Independent Medical Examiner process of reviewing every death that occurs within the health board is another source of stakeholder intelligence to inform and guide the organisation's approach. **Important to note that they would not see themes or trends and focus on cause of death.**

**d. 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.**

The contact details for all methods outlined earlier, available for staff to raise concerns are held in one accessible place via a 'Raising Concerns' tile on the main page of our Staff SharePoint site, however this page is to be developed and improved further.

It should be noted that the Health Board's Raising Concern Procedure was used as the basis of the All Wales procedure document.

As part of the localised flowchart for raising concerns, it details the independent Guardian Service's dedicated singular free phone number and e-mail address, accessible 24/7 for Swansea Bay Health Board Staff. Staff can choose whether to remain anonymous during their contact with the service, (unless it is classed as a 'red category' call i.e. there is threat to patient or staff safety. However, this is part of the brief to the caller at the outset). In summary, the following outlines how the service works:

- Initial contact made by staff via phone, email or in person
- One-to-one meeting arranged of approximately one hour duration
- Outcomes include
  - No further action
  - Escalation anonymously in line with agreed procedure
  - Escalation identifying the staff member in line with procedure
- Where an issue is agreed for escalation a RAG (Red, Amber, Green) system is used which determines response times from the organisation / the appropriate leader(s).

**e. Identify those groups which experience the most barriers when speaking up and ensure that processes are inclusive and equitable.**

National and local Staff Surveys, local engagement programmes such as 'What Matters to Me' and 'Our Big Conversation', workforce intelligence and Employee Relations data is used to identify groups and 'hot spot' areas that need targeted support and input from Workforce & OD, including information around Raising Concerns.

As part of the induction and on-boarding for overseas recruited nurses, the leaning and development team run cultural conversations to enable to raise concerns and highlight any issues in a safe and supportive space.

Our Global Nurse Forum is supporting internationally educated nurses in their development, including knowing how to raise concerns. Furthermore, our Nursing and Midwifery Academy is supporting nursing leaders in providing safe care, through listening and learning.

It is well known that those staff on the frontline and working in operational areas such as Estates and Facilities have difficulty accessing information digitally and this can create a barrier to speaking up. It is for this reason we use our Staff Networks, including the BAME and Calon LGBT Networks, as well as Wellbeing Champions to help promote information relating to Speaking Up and Raising Concerns.

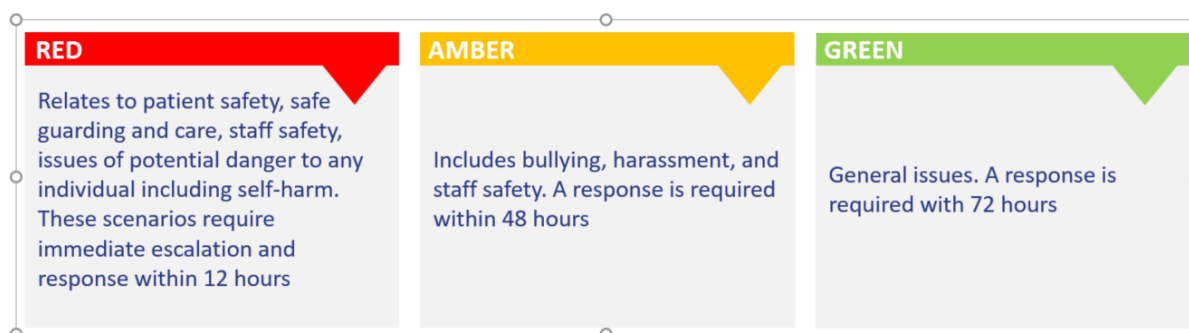
We have 2 dedicated independent Guardians that have been given open access by Service Groups to attend hospital and community sites and regularly 'walk the floor' introducing themselves to staff and promoting their service and contact to enable an inclusive and equitable awareness of how they can raise concerns.

Our unannounced quality assurance audit programme measures the quality of our care through a range of metrics, including patient and staff feedback. Any issues of concern raised through these audits are raised directly with the senior leaders for the area.

**f. Ensure that the response mechanism/process is continuously monitored, clear and timely (equally as important as the procedure to raise concerns – see Toolkit 4).**

Where issues or concerns are raised with the Guardian Service, an agreed RAG (Red, Amber, Green) escalation system is used to determine response process from the organisation / the appropriate leader(s). Protocols in relation to red category calls are built into our on-call arrangements so there is clarity of expectation around response process and timescales in and out of hours.

## SBU HB Self-Assessment & Action Plan, 30<sup>th</sup> October 2023



- RAG timelines are agreed with each organisation in the service level agreement

### g. **Ensure that individuals speaking up do not suffer detriment as a result of raising concerns.**

Internal procedures for raising concerns make it quite clear that staff have the right to raise concerns without the fear of victimisation.

The Workforce and OD team work closely with Trade Union reps and managers to ensure that staff feel safe to raise concerns, through local and Health Board Partnership Forums.

Monthly reports produced by the Guardian Service monitor the reasons staff use the service and include the following options, which assist in monitoring the climate of the organisation and the potential of detriment as a result of raising concerns:

- Impartial support
- Fear of reprisal
- Believe they will not be listened to
- Have raised concerns but have not been listened to
- Other

Staff using the Guardian Service are also asked to evaluate their experience of using the service once their contact/concern has been closed, which would enable them to share whether they suffered any detriment as a result of the concern being raised.

As staff have the option to keep the concern confidential or to escalate anonymously, this also enables detriment to staff raising a concern, to be avoided.

### h. **Undertake regular reviews of responses, as well as of the leadership and governance arrangements in place, and provide regular reports to the appropriate committee.**

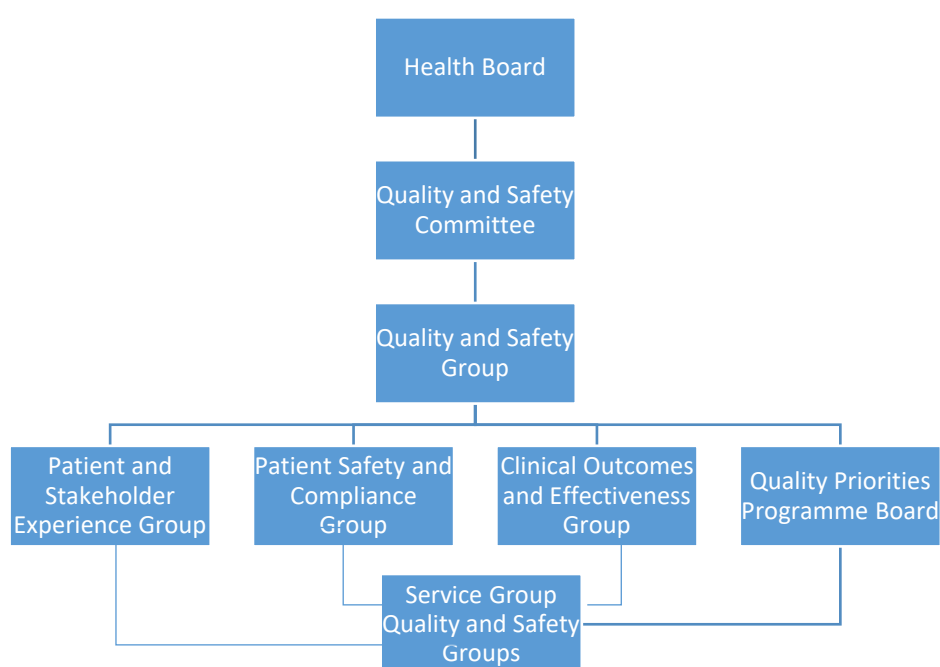
The Board/Sub Committee governance structure supports the leadership and governance arrangements in place.

## SBU HB Self-Assessment & Action Plan, 30<sup>th</sup> October 2023

Following a review of our governance arrangements in 2022, we have the terms and functions of our structures in order to establish a maturing quality management system across the organisation. Our quality management system includes

- Quality control, through regulation and inspection
- Quality assurance- through internal and external methods, including HIW and Y Llais
- Quality improvement- through our QI Academy, within the Safe Care Collaborative and our Community of Practice
- Quality planning- set out in our quality strategy and annual quality priorities.

Our reporting and escalation routes for quality and safety across the organisation are as follows:



Over the course of the past 12 months, we have developed a quality dashboard that provides at a glance information on key quality metrics, this work is continuously developing in order that we can have accurate and pertinent information.

A weekly exec led quality huddle considers high risk issues and we operate a Gold Command structure for services of concern. These are then managed through the executive team.

Monthly reports from the Guardian Service provide the number of new contacts and closed/resolved contacts per month and year to date. In line with maintaining anonymity, reports are broken down by staff group, service group / directorate and themes of the concerns raised.

Audit Wales are undertaking a review of governance arrangements at present in the service groups. Part of the review being undertaken is to look at the information

## SBU HB Self-Assessment & Action Plan, 30<sup>th</sup> October 2023

the service groups have and how this is reported up through the governance structures. Internal Audit have revisited the quality governance arrangements and provided a reasonable assurance rating, which is an improvement from limited assurance held previously and we will work to continue in this direction.

The Health Boards corporate quality assurance visits include opportunities for staff to speak up about any concerns they may have.

Please also see response to C above.

**i. 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.**

Monthly reports from the Guardian Service are broken down by staff group, service group / directorate and themes of the concerns raised. One of the concern themes in the report is discrimination and inequality, which has been introduced in the last 12 months and we plan to continue to monitor this.

Datix reports are run on a monthly basis on staff-to-staff incidents where we are also able to monitor issues or concerns related to equality. Monthly activity reports from the Guardian Service are also shared with HR Business Partners to assist in triangulation with other Workforce intelligence across the Service Groups.

Feedback from the Staff Network are used as a means to highlight concerns.

**j. 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).**

Staff using the Guardian Service are asked to evaluate their experience of using the service once their contact/concern has been closed, however due to the anonymity of the service, they would not be invited to Board or committee meetings to discuss the experience / share learning.

Some staff have spoken up and given feedback via Staff Stories as well as staff stories to the Board.

**k. Fully implement the All-Wales branding/messaging for Speaking Up Safely.**

As part of our action plan, this will be embedded into the Health Board's Management & Leadership Programmes, bespoke team development and personal development workshops and events, values-led Induction programme and future national events such as October's Speak Up & Safeguarding Month and November's Anti-bullying Week, now that the Framework for Speaking up Safely in NHS Wales and branding has been published.

**I. Continuously/consistently promote and raise awareness of speaking up and listening/responding as a pro-social/desirable behaviour.**

The Health Board's Culture, OD & Staff Experience Team continually promote all speaking up, listening and responding in line with our Health Board Values & Behaviour Framework through Management & Leadership development programmes, bespoke team development and personal development workshops and events, particularly during October's Speak Up Month and November's Anti-bullying Week.

Raising concerns is embedded as part of our values-led Induction for new starters and promoted across a variety of mediums, including via posters across Hospital Sites and digitally via the intranet, internet (staff section), ESR and Datix.

Learning from concerns is built into our quarterly Patient Safety Congress events, where learning is shared across teams and services.

The Health Board's recently published 5-year Quality Strategy and 10-year Vision for a High Quality Organisation, clearly set out the ambitions for our culture being one where staff have a voice and their feedback is acted on. This will be part of our action plan and 'Promise to our People'.

**m. 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.**

As part of the national Healthy Working Relationships agenda, training is rolled out on Civility Saves Lives, which outlines and sign posts the Respect & Resolution Policy and all methods available for managers and staff to speak up and raise concerns. Raising Concerns is also embedded into our Footprints Middle Manager and Bridges Senior Leadership Development Programmes.

Training and support through is received from Improvement Cymru as part of the Safety Care Collaborative and this includes Coaching for Improvement and Leading for Patient Safety training.

Duty of Candour Q&A Drop-in Sessions, on-line Training videos and awareness raising is also available to all staff.

The Health Board is also working with colleagues from HEIW, Legal and Risk as well as Aneurin Bevan UHB to roll out Employee Investigations: Looking after your people and the process' training. This training is aimed at HR teams, line managers and Trade union reps with the purpose of improving employee investigations and removing avoidable employee harm.





**Framework for Speaking Up Safely in NHS Wales**

**Swansea Bay University Health Board**

**ACTION PLAN**

The following table outlines the key actions identified as a result of completing the Self-Assessment against Section 6 of Framework for Speaking Up Safely in NHS Wales.

<b>Action</b>	<b>Responsible Lead</b>	<b>Timeframe</b>
Patient and Stakeholder Experience Group (PSEG) to continue to work to strengthen approaches to triangulating patient and staff experience.	Executive Director of Nursing & Director of Workforce & OD	<b>Quarter 3, 2023 on-going</b>
Continuation of unannounced quality assurance audit programme to measure the quality of our care through a range of metrics, including patient and staff feedback.	Executive Director of Nursing	<b>Quarter 3, 2023 on-going</b>
Use the outcome of the Audit Wales review, looking at governance arrangements in the service groups to inform improvements in our governance reporting and structure. At the same time, ask Service Groups to Self-Assess against section 6 of the national Speaking Up Safely Framework.	Director of Corporate Governance, Director of Workforce & OD & Service Group Directors	<b>Quarter 1, 2024</b>
Identified a more formalised resource for the provision of Staff Stories in order to triangulate experience with patient stories.	Director of DICE	<b>Quarter 1, 2024</b>

## SBU HB Self-Assessment & Action Plan, 30<sup>th</sup> October 2023

<b>Action</b>	<b>Responsible Lead</b>	<b>Timeframe</b>
Embed the national Speak Up Framework and branding into the Health Board's Management & Leadership Programmes, bespoke team development and personal development workshops and events, values-led and Nurse Induction programme and future national events such as October's Speak Up & Safeguarding Month and November's Anti-bullying Week	Director of Workforce & OD & Executive Director of Nursing	<b>Quarter 3, 2023 on-going</b>
Develop and improve the Raising Concerns' page of the Staff Intranet and include the national branding and Framework for Speaking Up Safely in NHS Wales	Director of Workforce & OD, Direct of DICE, Director of Corporate Governance & Executive Director of Nursing	<b>Quarter 4, 2023</b>
Establish a working group to improve the capture and recording of concerns raised from across the various methods / options staff have to raise concerns (outside of the Guardian Service).	Director of Workforce & OD, Direct of DICE, Director of Corporate Governance & Executive Director of Nursing	<b>Quarter 4, 2023</b>
Complete the re-tender of the Guardian Service	Director of Workforce & OD	<b>Quarter 3, 2023</b>