



<b>POLICY INFORMATION (Policy no OP017)</b>	
<b>Subject</b>	<b>Freedom to Speak Up Policy</b> <i>(This policy is non-contractual and is subject to periodic review and will be amended according to service development needs).</i>
<b>Applicable to</b>	All staff and volunteers of Nottinghamshire Hospice
<b>Target Audience</b>	Others such as agents, consultants and other representatives of Nottinghamshire Hospice may be required to comply with the policy as a condition of appointment.
<b>Date issued</b>	16 Jan 2024
<b>Next review date</b>	16 Jan 2025
<b>Lead responsible for Policy</b>	Chief Executive Officer
<b>Policy written by</b>	Governance Lead
<b>Notified to (when)</b>	Quality and Safety Committee 16 Jan 2024
<b>Authorised by (when)</b>	Quality and Safety Committee 16 Jan 2024
<b>CQC Standard if applicable</b>	Safe, Well led
<b>Links to other Hospice Policies</b>	<a href="#">Whistleblowing Policy OP008</a> <a href="#">Bullying and Harassment Policy HR022</a> <a href="#">Code of Conduct HR00031</a> <a href="#">Disciplinary Policy and Procedure HR024</a> <a href="#">Grievance Policy HR023</a>
<b>Links to external policies</b>	<a href="#">Freedom to Speak up Policy for the NHS</a>
<b>Summary</b>	Freedom to Speak Up is about encouraging a positive culture where people feel they can speak up, their voices will be heard, and their concerns and suggestions acted on with no retribution. This policy sets out how Nottinghamshire Hospice will enable that to happen.
<b>This policy replaces</b>	N/A

### **IMPORTANT NOTICE**

Staff should refer to the Hospice website or Policies and Procedures folder on the 'N' drive for the most up to date Policy. If the review date of this document has expired it is still valid for 3 months.

After that staff should seek advice from their clinical lead or manager.

<b>VERSION CONTROL</b>		
<b>Status</b>	<b>Date</b>	<b>Review date</b>
Original policy written by Lorna Wakefield	October 2023	
Policy reviewed by Director of People Services, Chief Executive Officer	November 2023	
Policy notified to Quality and Safety Committee	16 Jan 2024	
Policy ratified by Quality and Safety Committee	16 Jan 2024	16 Jan 2025
Updated control sheet and published on website	Jan 2024	

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<p><b>1.</b></p>	<p><b>Introduction</b></p> <p>Freedom to Speak Up (FTSU) is about encouraging a positive culture where you feel that you can speak up, your voice will be heard, and your concerns and suggestions acted on with no retribution.</p> <p>Speaking up can be about anything that affects care for patients or the working life for colleagues and volunteers. Speaking up can improve the quality of care for people and can benefit colleagues and volunteers in the workplace. It is a professional obligation for some members of staff including nurses and allied health professionals.</p>
<p><b>2.</b></p>	<p><b>Policy Statement</b></p> <p>Nottinghamshire Hospice encourages staff and volunteers to report concerns or issues that could harm:</p> <ul style="list-style-type: none"> <li>• The people we help.</li> <li>• Our staff and volunteers.</li> <li>• The services we provide.</li> <li>• Our assets.</li> <li>• Our reputation.</li> </ul> <p>Nottinghamshire Hospice has undertaken to encourage and support everyone working and volunteering here to raise any concerns about risks, malpractice or wrongdoing affecting patients, the public, staff or the Hospice. Speaking up is an important element of ensuring that the people we serve obtain high quality and safe care and that our workforce is supported to provide this. It is important to raise concerns at the earliest opportunity.</p> <p>Concerns will be dealt with in an open, honest, non-judgmental and blame-free manner and support will be offered to those raising concerns. We will not tolerate anyone being prevented or deterred from speaking up or being mistreated because they have spoken up.</p> <p>Requests for confidentiality will be respected, where possible.</p>

	<p>Where appropriate, the results of any investigation or resulting action will be shared, and the learning disseminated within the Hospice.</p>
<p><b>3.</b></p>	<p><b>Scope</b></p> <p>This policy involves everyone who works or volunteers for Nottinghamshire Hospice.</p> <p>There are 5 elements to managing the Freedom to Speak Up process:</p> <ul style="list-style-type: none"> <li>• Recognising something is wrong</li> <li>• Raising a concern (speaking up)</li> <li>• Investigating the facts</li> <li>• Outcomes and feedback</li> <li>• Reflecting and moving forward.</li> </ul> <p>Speaking up, therefore, captures a range of issues, some of which may be appropriate for other existing Hospice policies and processes (for example, HR or Care). As an organisation, we will listen and work with you to identify the most appropriate way of responding to the issue you raise.</p>
<p><b>4.</b></p>	<p><b>Roles and Responsibilities</b></p> <p><b>The CEO and Senior Leadership Team (SLT)</b> are responsible for:</p> <ul style="list-style-type: none"> <li>• Leading the culture, openness and responsiveness to concerns raised.</li> <li>• Ensuring the Hospice has policies and procedures in place to support patient and staff safety and other issues that may cause concerns.</li> <li>• Notifying the FTSU Guardians of any FTSU investigations that they are aware of, to enable the FTSU Guardians to notify the Chair of the Board of Trustees.</li> </ul> <p><b>The Leadership Team (LT)</b> are responsible for ensuring:</p> <ul style="list-style-type: none"> <li>• Staff and volunteers are encouraged to speak up through line</li> </ul>

management routes.

- Staff and volunteers know about external ways to Speak Up.
- All staff and volunteers are aware of the Freedom to Speak Up Policy.
- The designated training for staff and Volunteers is completed in line with training and any re-training timescales.
- Notifying the FTSU Guardians of any FTSU investigations that they are aware of, to enable the FTSU Guardians to notify the Chair of the Board of Trustees.

**Staff and Volunteers** are responsible for:

- Reading the Freedom to Speak Up policy.
- Speaking up if they have concerns.
- Supporting others to speak up.
- Completion of designated training in line with training and any re-training timescales.

**Freedom to Speak up Guardians** are responsible for:

- Supporting staff and volunteers to speak up.
- Ensuring those who speak up are thanked.
- Ensuring that issues raised are responded to using the correct Hospice policy and procedures or external process.
- Ensuring that the person speaking up receives feedback on the actions taken.
- Proactively supporting the Hospice to tackle barriers to speaking up.
- Actively promoting a culture of openness and supportiveness

	<ul style="list-style-type: none"> <li>• Notifying the Chair of the Board of Trustees of any FTSU investigations that they are aware of to ensure an overview of all investigations.</li> <li>• A Guardian will attend a Board meeting twice a year to update them.</li> </ul>
<p><b>5.</b></p>	<p><b>Freedom to Speak Up (FTSU) Guardians</b></p> <p>The Hospice has appointed at least two FTSU Guardians. They will be part of the National Guardian’s Office network and the Hospice network.</p> <p>FTSU Guardians are appointed by the Hospice using an open self-nominated application process.</p> <p>Staff and volunteers will be made aware of Guardians and how they can make contact with them. This will take place via Hospice Communications, induction and Team meetings.</p>
<p><b>6.</b></p>	<p><b>Creating a Culture of Speaking Up</b></p> <p>This happens by:</p> <ul style="list-style-type: none"> <li>• Everyone knowing that it is right to speak up.</li> <li>• The Hospice being a supportive place to work.</li> <li>• Staff and volunteers regularly being asked for their views.</li> <li>• Staff and volunteers knowing how to raise concerns and having training which explains what to do.</li> <li>• Staff and volunteers knowing that they will not be bullied, victimised or harassed as a result of speaking up.</li> <li>• Giving guidance to Guardians, SLT and LT on how to be approachable and trained in how to receive concerns.</li> <li>• Putting this and other related procedures in place.</li> <li>• Ensuring staff and volunteers know where to go for support and advice.</li> <li>• Ensuring concerns are taken seriously and clear records are kept.</li> <li>• Managers always explaining what will happen and keeping those who speak up informed.</li> <li>• Staff and volunteers trained on FTSU to an appropriate level.</li> </ul>

<p><b>7.</b></p>	<p><b>Things You Might Speak Up About (but not limited to)</b></p> <ul style="list-style-type: none"> <li>• The physical or emotional abuse of patients.</li> <li>• Unsafe patient care/clinical practice.</li> <li>• Medical/clinical negligence.</li> <li>• Breach of organisational or statutory codes of practice.</li> <li>• Financial crime such as fraud, theft, money-laundering, deception, etc.</li> <li>• Abuse of position or business contacts for personal gain.</li> <li>• Misuse of Nottinghamshire Hospice property for personal use.</li> <li>• Unauthorised use of Hospice funds.</li> <li>• Harassment, bullying or intimidation of a colleague.</li> <li>• Bullying culture, (across a team or organisation, rather than individual).</li> <li>• Disclosure of Nottinghamshire Hospice information or data to unauthorised individuals.</li> <li>• Concerns regarding Nottinghamshire Hospice’s fundraising practice.</li> <li>• Inadequate induction or training for staff.</li> <li>• Threats to individuals’ health and safety.</li> <li>• Inadequate response to a reported safety incident.</li> </ul> <p><i>Or any attempt to cover up an act or omission in relation to the above.</i></p>
<p><b>8.</b></p>	<p><b>Who you can Speak Up to</b></p> <p><b>Speaking up Internally – via team leader / line manager</b></p> <p>Most speaking up happens through conversations with team leaders and line managers where challenges are raised and resolved quickly. We strive for a</p>



culture where that is normal, everyday practice and encourage you to explore that option – it may well be the easiest and simplest way of resolving matters.

### **Speaking up Internally – other options**

However, in addition to the above, you have other options in terms of who you speak up to, depending on what feels most appropriate to you. These are:

- A member of the Leadership Team (LT) or Senior Leadership Team (SLT) with responsibility for the subject matter you are speaking up about.
- The HR Team.
- Our Freedom to Speak Up Guardians – who can support you to speak up if you feel unable to do so by other routes. The FTSU Guardians will ensure that people who speak up are thanked for doing so, that the issues they raise are responded to, and that the person speaking up receives feedback on the actions taken.
- Our senior lead responsible for Freedom to Speak Up - Director of Care - they provide senior support to our Freedom to Speak Up Guardians and are responsible for reviewing the effectiveness of our FTSU arrangements.
- Our Chair of the Board of Trustees – can be directly contacted by any individual about their concern and is also responsible for having oversight of all FTSU investigations to ensure they are conducted appropriately.

The Chair can also be contacted if you do not feel that your original concern has been dealt with to a reasonable outcome.

### **Speaking up Externally**

If you do not want to speak up to someone within Nottinghamshire Hospice, you can speak up externally to:

- Care Quality Commission (CQC)
- Your registered body (e.g., NMC)

## **Advice and Support**

In addition to the above contact points, you may also like to seek support from the following:

- Speak Up Direct – provides free, independent, confidential advice on the process of speaking up.
- The charity Protect -provides confidential and legal advice on speaking up.
- The Advisory, Conciliation and Arbitration (ACAS) Service – gives advice and assistance, including on early conciliation.

### **9. What We Will Do if You Speak Up**

The matter you are speaking up about may be best considered under a specific existing Hospice policy/process; for example, our process for dealing with bullying and harassment. If so, we will discuss that with you.

If you speak up about something that does not fall into an HR or Care patient/safety incident process, this policy ensures that the matter is still addressed.

See **Appendix 1** for further details.

#### **Investigation and Resolution**

We support our managers/team leaders to listen to the issue you raise and take action to resolve it wherever possible. In most cases, it's important that this opportunity is fully explored, which may be with facilitated conversations.

Where an investigation is needed, this will be objective and conducted by someone who is suitably independent (as far as is reasonably practicable for the size of our organisation) and who is supported by the HR team to carry out the investigation competently.

It will reach a conclusion within a reasonable timescale (which we will notify you of) and a report will be produced that identifies any issues to prevent problems recurring.

Any employment issues that have implications for you/your capability or conduct identified during the investigation will be considered separately.

### **Communicating with you**

We will treat you with respect at all times and will thank you for speaking up. We will discuss the issues with you to ensure we understand exactly what you are worried about.

If we decide to investigate, we will tell you how long we expect the investigation to take and agree with you how to keep you up to date with its progress.

Wherever possible, we will share the full investigation report with you (whilst respecting the confidentiality of others and recognising that some matters may be strictly confidential; as such it may be that we cannot even share the outcome with you).

### **How we learn from your speaking up**

We want speaking up to improve the services we provide for patients and the environment our staff and volunteers fulfil their roles. Where it identifies improvements that can be made, we will ensure necessary changes are made, and are working effectively. Lessons will be shared with teams across the organisation, as appropriate.

### **Review**

We will seek feedback from workers about their experience of speaking up. We will review the effectiveness of this policy and our process, with changes made as appropriate.

### **Board of Trustees' Oversight**

Our Chair of the Board of Trustees will receive an overview of all FTSU investigations, providing a thematic overview of speaking up across our organisation.

<p><b>10.</b></p>	<p><b>Training</b></p> <p><b>Freedom to Speak Up Guardians</b></p> <p>Will complete the eLearning for healthcare (elfh) FTSU training as well as the National Guardian’s Office (NGO) training on appointment and on an annual basis throughout their tenure.</p> <p><b>Board of Trustees, CEO and Senior Leadership Team</b></p> <p>Will complete the elfh “Speak Up”, “Listen Up” and “Follow Up” online training modules.</p> <p><b>Leadership Team</b></p> <p>Will complete the elfh “Speak Up” and “Listen Up” online training modules.</p> <p><b>All Other Staff Members and Care-related Volunteers</b></p> <p>Will complete the Blue Stream Academy e-module “Freedom to Speak Up”</p> <p><b>Non-Care-Related Volunteers e.g., Retail</b></p> <p>Will watch the NGO’s Freedom to Speak Up training video</p>
<p><b>11.</b></p>	<p><b>Monitoring</b></p> <p>The monitoring of the policy will be via the Quality and Safety Committee Quarterly.</p> <p>A Freedom to Speak Up Guardian will attend Board meetings twice a year to update them.</p>
<p><b>12.</b></p>	<p><b>Equality Impact Assessment (EIA)</b></p> <p>A full EIA has been completed.</p>
<p><b>13.</b></p>	<p><b>References</b></p> <p>1. <a href="#">Freedom to Speak Up Report</a> Sir Robert Francis QC February 2015</p>

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|  | <ol style="list-style-type: none"><li data-bbox="354 181 1273 226">2. <a href="#">Freedom to Speak up Policy for the NHS</a> June 2022 (online)</li><li data-bbox="354 271 1437 365">3. <a href="#">Freedom to Speak Up</a> A guide for leaders in the NHS and organisations delivering NHS services, NHS England/National Guardians Office 2022</li><li data-bbox="354 409 791 454">4. <a href="#">National Guardian's Office</a></li></ol> |
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### What Will Happen When I Speak Up

We Will	Steps towards Resolution	Outcomes	Escalation
<p>Thank you for speaking up</p> <p style="text-align: center;">*</p> <p>Help you identify the options for resolution</p> <p style="text-align: center;">*</p> <p>Signpost you to health and wellbeing support</p> <p style="text-align: center;">*</p> <p>Confirm what information you have provided consent to share</p> <p style="text-align: center;">*</p> <p>Support you with any further next steps and keep in touch with you</p>	<p>Engagement with relevant senior managers (where appropriate)</p> <p style="text-align: center;">*</p> <p>Referral to HR process (where appropriate)</p> <p style="text-align: center;">*</p> <p>Referral to patient safety process (where appropriate)</p> <p style="text-align: center;">*</p> <p>Other types of appropriate investigation, mediation, etc.</p>	<p>The outcomes will be shared with you wherever possible, along with learning and improvement identified</p>	<p>If resolution has not been achieved, or you are not satisfied with the outcome, you can escalate the matter to the Chair of the Board of Trustees</p> <p style="text-align: center;">*</p> <p>Alternatively, if you think there are good reasons not to use internal routes, speak up to an external body, such as the CQC or professional body.</p>

Ref: Freedom to Speak Up policy for the NHS