

## Integrated Care Board

<b>Date of meeting</b>	10 January 2024
<b>Title of paper</b>	Freedom to Speak Up
<b>Presented by</b>	David Levy, Medical Director and Freedom to Speak Up Executive Lead
<b>Author</b>	Rachel Holyhead/Maria Louca/Sarah Mattocks Freedom to Speak Up Guardians
<b>Agenda item</b>	15
<b>Confidential</b>	No

### Executive summary

Developing a Freedom to Speak up culture across the Lancashire & South Cumbria ICB is an important part of ensuring staff feel listened to, valued and enables them to confidently share their concerns where patient safety or quality of care is below the standards the ICB expect or when behaviours do not reflect the values of the organisation.

This report reflects the progress made by the Guardian Team in developing a service with robust processes that is fit for purpose and strives to ensure the ethos is embraced wholeheartedly.

Whilst noting the positive progress made, the report draws attention to the resource implications and requirements needed for future developments of the service.

### Recommendations

The Board is asked to note the contents of this report

Which Strategic Objective/s does the report relate to:		Tick		
SO1	Improve quality, including safety, clinical outcomes, and patient experience	X		
SO2	To equalise opportunities and clinical outcomes across the area			
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	X		
SO4	Meet financial targets and deliver improved productivity			
SO5	Meet national and locally determined performance standards and targets			
SO6	To develop and implement ambitious, deliverable strategies			
Implications				
	Yes	No	N/A	Comments
Associated risks		X		
Are associated risks detailed on the ICB Risk Register?			X	

Financial Implications			X	
<b>Where paper has been discussed</b> (list other committees/forums that have discussed this paper)				
<b>Meeting</b>	<b>Date</b>		<b>Outcomes</b>	
Executive Team	2 January 2024		Approved	
<b>Conflicts of interest associated with this report</b>				
Not applicable				
<b>Impact assessments</b>				
	<b>Yes</b>	<b>No</b>	<b>N/A</b>	<b>Comments</b>
Quality impact assessment completed			X	
Equality impact assessment completed			X	
Data privacy impact assessment completed			X	

<b>Report authorised by:</b>	Dr David Levy, Medical Director
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## Freedom to Speak Up

### 1. Introduction

- 1.1 Since the establishment of the guardian team which consists of an executive and non-executive lead, and three ICB guardians in August 2023, the focus has been on developing systems and processes in line with local & national policy.
- 1.2 The purpose of the report is to provide developmental updates on how the guardian team is working to embed a positive culture within the organisation. The report will highlight both the reactive and proactive elements to the role offering greater assurance in relation to visibility within the organisation and the beginning of the foundations to enable a period of growth and maturity that will ensure the guardian team is equipped to undertake all the fundamental aspects of this role.

### 2. ICB Developments & Activity

- 2.1 All three guardians have received training and are registered on the National Guardians Office portal. In addition, they have also received REACT mental health first aid training to enable them to recognise and be responsive where necessary to signpost staff to appropriate providers thus ensuring mental well-being support is offered to them. The Guardians are connected into the National and Regional networks, contributing, and sharing best practice.
- 2.2 The Guardians have developed a secure web based Sharepoint site which holds a suite of documents, including;
  - (a) Freedom to Speak Submission Form
  - (b) Freedom to Speak Feedback Form
- 2.3 The ICB now has 6 Freedom to Speak up champions. All champions are required to undertake training via the National Guardians office and have also received an enhanced localised session which expands upon recognising patient safety & safeguarding processes. REACT mental health training is also to be rolled out to all champions. All champions meet 6 weekly with the Guardians to share learning, information and ideas; looking at the hard-to-reach groups and promote Freedom to speak up within the ICB.
- 2.4 The Guardians are also included in the ICB corporate induction, where monthly meetings take place for new starters.

- 2.5 Freedom to Speak up Month in November 2023 generated activities involving raising staff awareness via staff briefings and a recruitment session to encourage on-boarding of more champions.
- 2.6 Monthly meetings are also held with the Guardian team.
- 2.7 Freedom to speak updates have been shared with Audit Committee and People Board in November 2023.
- 2.8 During November 2023, the Freedom to Speak up Executive lead wrote out to all acute and large providers in the Lancashire & South Cumbria footprint to scope out the provisions in place and seek baseline assurance that they have Freedom to Speak up provisions in their respective organisations. A Summary briefing paper highlighted an increased appetite across the provider landscape to raise the profile of the importance of this agenda and draws upon how they have utilised their resource to compliment both proactive and reactive work strands. A system wide FTSU event is planned for Spring 2024.
- 2.9 Freedom to Speak up within the ICB is currently resourced to the equivalent of 0.3 whole time equivalent (WTE) which equates to 2 days per month per guardian, in comparison to the average provider provision of 1 WTE. The Guardians at present are exceeding this provision. With the oversight of FTSU for primary care formally moving to the ICB in April 2024, (Primary Medical Care/Optomety/Dentistry), it is envisaged more resource will be required to deliver a service that is fit for purpose. A review is being undertaken in this regard. Primary care FTSU concerns already consume a significant amount of time of the ICB's primary care, quality and medicines management teams.
- 2.10 There have been 12 cases to date reported through the Freedom to Speak up guardians. Thematic overview of concerns surrounds patient safety, bullying and harassment, poor leadership, culture, communication, and senior management issues. Concerns raised have been triaged and responded to in line with a risk stratification response. The guardians have developed a database whereby all concerns are input following consent to enable thematic tracking and outcomes.
- 2.11 The ICB has developed its 'PROUD' values which stand for:
- **P**eople and communities first
  - **R**espectful and caring
  - **O**pen and transparent
  - **U**niting our system partners and communities to improve better care
  - **D**elivering and transforming high quality services

The work of the guardian team is in line with creating a culture of openness and transparency, which is evident in the referrals being made to the guardians and the follow up of these.

### **3. Conclusion**

- 3.1 There are systems and processes in place for ICB staff to speak up which are now embedded. Work is underway to assess how the ICB will support Freedom to Speak Up for the wider system and Primary Care, and how the model currently in place can be developed to ensure the service remains fit for purpose.

### **4. Recommendations**

- 4.1 The Board is asked to note the report.