



Sheffield Health
and Social Care
NHS Foundation Trust

FTSU Strategy 2023-2026

A place where staff are actively encouraged to speak up, feel safe to do so, where we listen to one another, and action is taken to follow up and learn from the concern raised

Approved: March 2023



Working towards a culture that supports, enables and drives the delivery of our vision, strategic aims and annual priorities

Our strategic direction 2023/24 to 2025/26

- ▶ **Our vision**
To improve the mental, physical and social wellbeing of the people in our communities.
- ▶ **Strategic aims**
Deliver outstanding care. Create a great place to work.
Ensure effective use of resources. Ensure our services are inclusive.
- ▶ **Strategic priorities 2023-2026**
 - Recover services and improve efficiency**
 - Increase CMHT activity by 5%
 - Eliminate Out of Area placements
 - Reduce use of agency staff
 - Increase access to Community Learning Disability services
 - Increase the number of older adults accessing IAPT
 - Minimise delayed hospital care
 - Continuous quality improvement**
 - Quality Improvement Framework implemented
 - Research and Innovation Strategy implemented
 - Staff survey action plan delivered
 - Three year workforce plan developed
 - Green Plan implemented
 - Deliver our Patient Carer Race Equality Framework
 - Embed Human rights in our day to day practice
 - Coproduce with service users
 - Transformation - Changing things that will make a difference**
 - Therapeutic environments - acute and older adult wards refurbished and plan agreed for new facilities
 - New Health Based Place of Safety service operational
 - EPR implemented and benefits realised
 - Learning disability service redesign implemented
 - Community facilities implemented for: Assertive Outreach, Community Forensic, St George's and IAPT
 - Primary Care mental health teams developed for all Sheffield PCNs
 - Community Recovery Service redesign implemented
 - Fulwood site sale completed
 - Partnerships - Working together to have a bigger impact**
 - Perinatal service increased across SY MHLDA Collaborative
 - Health Based Place of Safety developed with SY MHLDA Collaborative
 - Eating Disorder service co-located with VCSE - PLACE
 - Substance Misuse service safe transition to new provider - PLACE
 - Staff bank increased through student recruitment from Sheffield universities - PLACE
 - Forensic service development across SY MHLDA Collaborative



our FTSU Strategy is an enabling strategy for our Clinical and Social Care Strategy and supports the SHSC vision to support the mental, physical and social wellbeing of the people in our communities.



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|----------------------------------|--------------------------|---|--|
| We will give care that is | We will work with | What are we going to do? | How will we do it? |
| ▶ Person-Centred | ▶ Primary Care | ▶ Develop Care Models that promote recovery | ▶ Design Services to meet people's needs |
| ▶ Evidence-Based | ▶ The City | | |
| ▶ Trauma-Informed | ▶ The Wider System | | ▶ Develop Team SHSC |
| ▶ Strength-Based | | | |



All our strategies are co-dependent and we work across SHSC to enable delivery against our priorities.

Freedom to Speak Up Strategy 2023-2026



Our Vision

To improve the mental, physical and social wellbeing of the people in our communities.

Trust Strategic aims

- ▶ Deliver outstanding care.
- ▶ Create a great place to work.
- ▶ Ensure effective use of resources.
- ▶ Ensure our services are inclusive.

“Our FTSU Ambition is to be a place where staff are actively encouraged to speak up, feel safe to do so, where we listen to one another, and action is taken to follow up and learn from the concern raised”

We achieve this by

- ✓ Ensuring staff are aware of FTSU
- ✓ Removing barriers for people to speak up
- ✓ Improving identification and learning from concerns raised

Priority: Speak Up

- Raise awareness
- Increase the opportunities to raise concerns in teams
- Develop a Champion Network

Priority: Listen Up

- Promote training, development and skills in listening
- Increase listening and engagement events

Priority: Follow Up

- In the visibility of actions taken as a result of staff speaking up
- To ensure the right actions are taken when staff speak up

Priority: Always Learning

- Identify and share learning and intelligence where appropriate from concerns raised

Delivery plan

Delivery Plan – Year 1	Year 2	Year 3
<p>Develop and strengthen the FTSU Champion Network to raise awareness of FTSU</p>		
<p>Develop a 12 month training programme for FTSU Champions to ensure they have the skills needed to support FTSU</p>	<p>Review of the FTSU champions training and refresh the year 1 training plan as needed</p> <p>Recruit a minimum of 3 new champions</p>	<p>Review of the FTSU champions training and refresh the year 2 training plan as needed</p>
<p>Develop 3 bitesize training sessions that can be shared with teams by FTSU champions</p>	<p>Review the reach and experience of the bitesize training and adjust the plan as needed.</p>	<p>Review the reach and experience of the bitesize training and adjust the plan as needed.</p>
<p>Encourage senior leaders to use FTSU Champions for engagement activities and early feedback for new initiatives. This to be measured by the number of opportunities advertised to the champions</p>	<p>Review the number and impact of the opportunities advertised and develop a new plan as needed</p>	<p>Review the number and impact of the opportunities advertised and develop a new plan as needed</p>
<p>Increasing FTSU and FTSU Champions visibility by:</p> <ul style="list-style-type: none"> • Advertising in connect twice a year • Encouraging champions to promote the role in their day to day work • Providing a FTSU Lanyard for champions for visibility • Champions to be invited to help with stalls at conferences 	<p>Review Communications strategy increasing visibility and adjust as needed</p>	<p>Review Communications strategy increasing visibility and adjust as needed</p>

Delivery Plan – Year 1 Removing barriers to speaking up	Year 2	Year 3
<p>Ensure there are alternative staff to speak up to by developing a diverse FTSU Champion network.</p> <p>Promote all recruitment for FTSU Champions in the staff network groups</p>	<p>Review the promotion and recruitment of the champion network</p>	<p>Review the promotion and recruitment of the champion network</p>
<p>The Guardian to provide material for teams to give them practical advice on how to increase the opportunities to “speak up” in their teams. The FTSU Guardian will work with senior managers to do this.</p>	<p>Review the material and gather feedback on the usefulness of it and change accordingly</p>	<p>Review the material and gather feedback on the usefulness of it and change accordingly</p>
<p>Continue to embed and raise the profile of FTSU by :</p> <ul style="list-style-type: none"> • Attending/providing information for corporate inductions • Promoting and working with the staff network groups- To Attend a minimum of 1 annual meeting- to be agreed with by the chairs of the staff network groups • To improve the FTSU literature for bank and agency staff and send to all bank and agencies for distribution 	<p>Review the plan</p>	<p>Review the plan</p>
<p>To increase the opportunities where staff are invited to speak up such as huddles, item on agendas and listening events. This will initially be done by raising awareness with managers and teams by the FTSU Guardian and champion network.</p>	<p>To review and consider how to record and reflect on the quality of the opportunities to speak up</p>	<p>Review the plan</p>

Delivery Plan – Year 1 Improving identification and learning	Year 2	Year 3
<p>Develop training in conjunction with the Organisation Development Team for</p> <ul style="list-style-type: none"> • SHSC Leadership training for leaders • SHSC Leadership training for managers <p>The emphasis being developing a cultural change that actively promotes speaking up, listening and learning.</p>	<p>Review the quality of the material and the numbers of staff trained and develop the plan for improvement as needed.</p> <p>Develop stand alone training for all staff for FTSU and ensure this includes unconscious bias</p>	<p>Review the quality of the material and the numbers of staff trained and develop the plan for improvement as needed.</p> <p>Review the effectiveness of the stand alone training and develop as needed</p>
<p>Promote “listen up” and “follow up” training for all staff and strongly promote this to all leaders. Measure take up using ESR and aim for: 2.5 % “listen up” training- 0.25% “follow up” training- targeting the board, NEDs and senior leaders Measure using ESR</p>	<p>Review in year 2 and adjust plan as appropriate the plan as appropriate</p>	<p>Review in year 2 and adjust plan as appropriate the plan as appropriate</p>
<p>To be part of the “learning by experience” group to ensure FTSU learning and themes are shared and published at least twice a year</p>	<p>Be part of the continuous review of the learning by experience group and consider other meetings as needed</p>	<p>Be part of the continuous review of the group and consider other meetings as needed</p>
<p>The FTSU Guardian to develop new guidance for managers responding to concerns and seek feedback from managers who are using this.</p>	<p>Review the impact and effectiveness of improved paperwork for managers to respond to concerns and change as needed. Ensure feedback is collected from a minimum of 5 managers.</p>	<p>Review the impact and effectiveness of improved paperwork for managers to respond to concerns and change as needed. Ensure feedback is collected from a minimum of 5 managers.</p>
<p>Strengthen the process of signing off concerns and how learning is identified and shared with the other areas of the organisation. This to be done in conjunction with senior leaders</p>	<p>Review the process and adjust as needed. Consider using PDSA as an improvement tool.</p>	<p>Review the process and adjust as needed. Consider using PDSA as an improvement tool.</p>
<p>Publish FTSU themes at least twice a year:</p> <ul style="list-style-type: none"> • In connect • Level 3 meetings • All staff meeting 	<p>Review communication plan and adjust as needed</p>	<p>Review communication plan and adjust as needed</p>