

Housekeeping

- **Get involved – submit your questions through the Q&A box function**
- **Use the Chat function if technical support is required**

Join the discussion
@IBEUK
#BusinessEthicsMatters
#FTSU

Chair and Speakers



Mark Chambers
IBE



Dr Henrietta Hughes
OBE FRCGP
National Guardian for
the NHS



**Professor Kyle
Welch**
George Washington
University

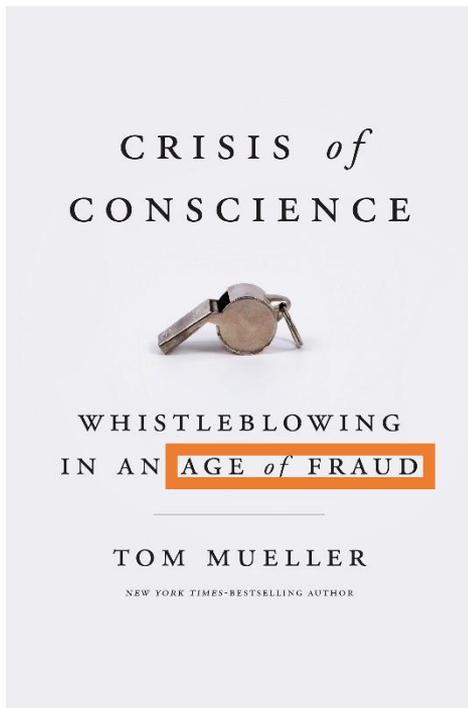
The Greatest Story Never Told: Whistleblowing Works

Kyle Welch

George Washington University



Whistleblowing stories are all over the news

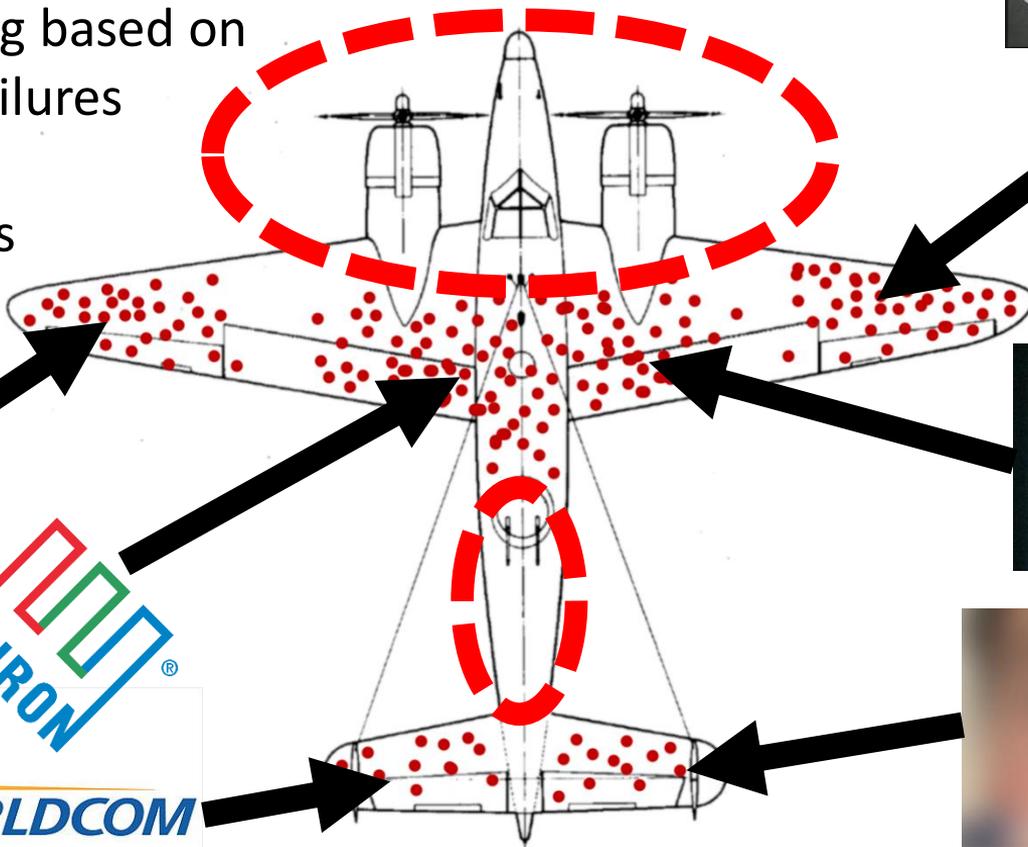
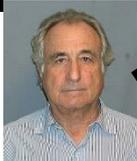


GW When Data Gives the Wrong Solution

Our understanding based on whistleblowing failures

- Court cases
- News stories

BERNARD L. MADOFF
Investment Securities LLC



Methodology – Data Collection

- Use NAVEX Global historical incident report database
 - Restricted, secure access
 - Visibility to meta details only; no details about report content
 - **Anonymized findings; no individual reporter or organization identifiable**
 - Similar to NAVEX Global benchmark report methodology and confidentiality protocols
- Merge this data with other public databases
 - Public financial statement data
 - FOIA request data
 - Material litigation, lawsuits filed
 - Regulatory agency reports (typically negative)

Three Research Questions

- Which company would you rather lead—one with more issues reported through internal whistleblowing systems or one with fewer issues reported?
- Which internal report would you trust more—one submitted by an employee with firsthand information or one submitted by an employee based on secondhand information?
- Which internal report is more useful—one with more details provided or one with fewer details?

Findings

1. More reports = BETTER
2. Second-hand reports are (on average) more reliable
3. Reports with less information can be more useful





Freedom to Speak Up

Dr Henrietta Hughes OBE FRCGP

National Guardian for the NHS

@NatGuardianFTSU

www.nationalguardian.org.uk



**National
Guardian**

Freedom to Speak Up

What is Speaking Up?



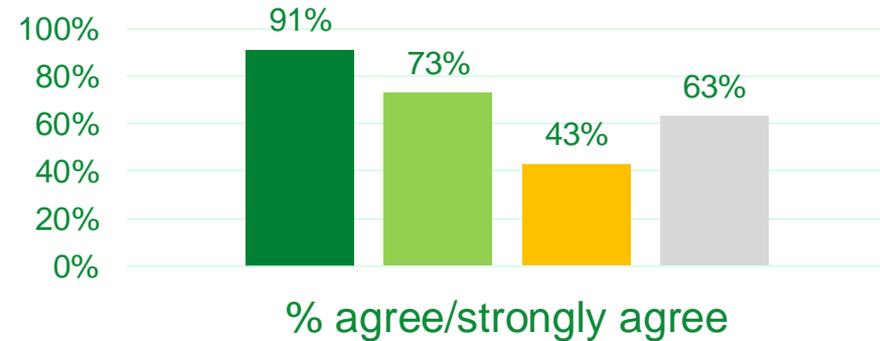
Speaking up protects
patient and worker
safety and
experience



But to work, speaking
up needs leaders at all
levels to Listen Up and
Follow Up

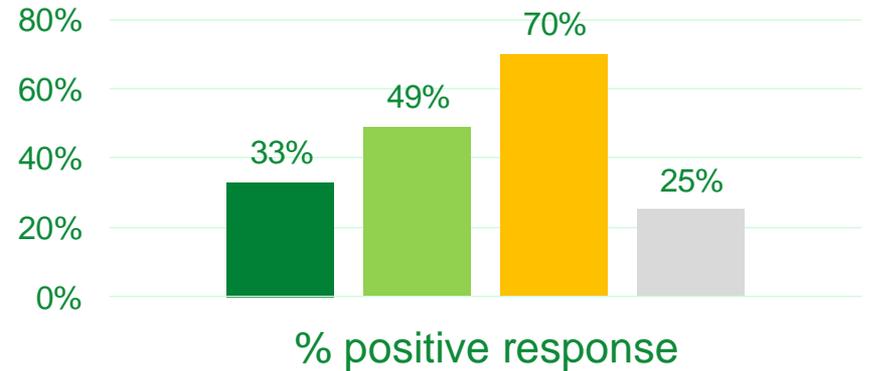


My organisation has a positive culture of speaking up

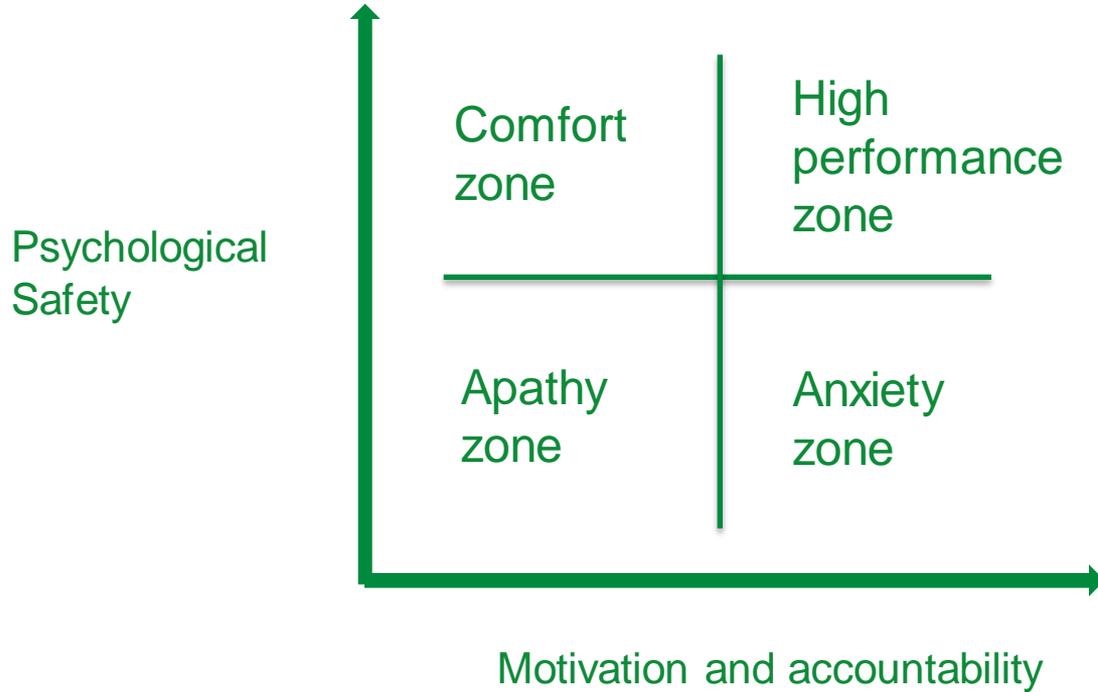


- Outstanding
- Good
- Requires improvement
- Not rated

There are significant barriers to speaking up in my organisation



Psychological safety



Barriers to speaking up

Fixed or
growth
mindset

Communication
Confidentiality
Detriment



Knowledge
Information
Training

Hierarchy
'Normalisation'
Systems
Processes
Policies
Conflicts

Investigations

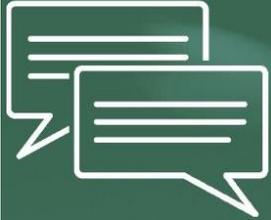
Freedom to Speak Up Guardians

- Freedom to Speak Up guardians provide another channel for you to speak up to
- They can offer support and help you to escalate the matter
- A guardian will **thank you** and can usually escalate a matter in confidence if you prefer
- A guardian will ensure you get feedback on how your matter is handled and used for learning. You will also have the opportunity to provide feedback to them.

Freedom to Speak Up Guardians

- Freedom to Speak up Guardians also have a proactive role, working in partnership with other parts of the organisation such as complaints, incidents, staff feedback and others locally
- Together they identify hotspots of culture and work to tackle barriers to speaking up
- Guardians present on learning and themes to senior leaders
- So that the information brought is used for learning and improvement

Speaking up during COVID-19 first wave



WORKERS CONTINUE TO BE ENCOURAGED TO SPEAK UP

93% of respondents said workers were being encouraged to speak up during the COVID-19 pandemic – up from 72% in April

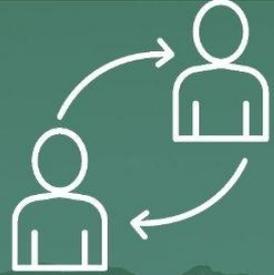


WORKER SAFETY AND WELLBEING REMAINS THE TOP TYPE OF ISSUE

79% cite worker safety and wellbeing as the type of issue raised
But behavioural issues are being raised by **74%** - up from 57% in last month's pulse survey.

SOCIAL DISTANCING HAS TAKEN OVER PPE AS THE TOP WORKER CONCERN

AND SUPPORT FOR RETURNERS TO THE WORKFORCE HAS ALSO INCREASED AS AN ISSUE



THE IMPACT OF COVID-19 ON BLACK, ASIAN AND MINORITY ETHNIC COLLEAGUES

MORE RESPONDENTS SAY WORKERS ARE SPEAKING UP ABOUT THIS (**46%**)

How do you measure your speaking up culture?



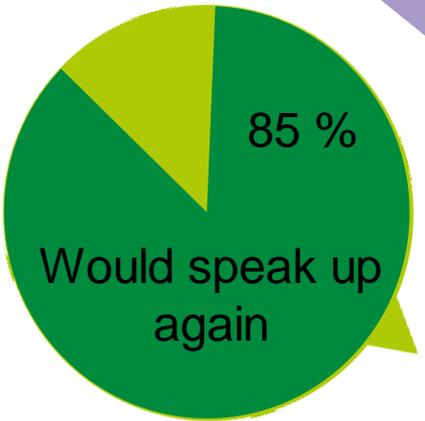
- Speaking up data
- NHS Annual Staff Survey 65.6%
- FTSU Index
- Model Hospital / Model system

Improving the culture

- Leadership
- Engagement – proactive role of Freedom to Speak Up
- Communications strategy

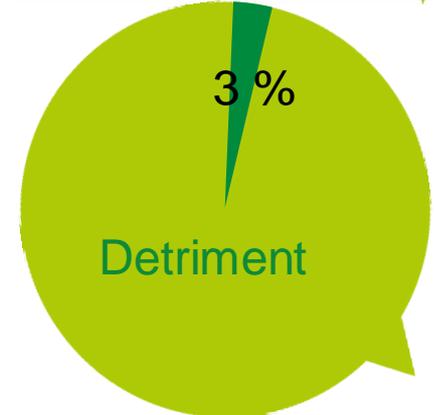
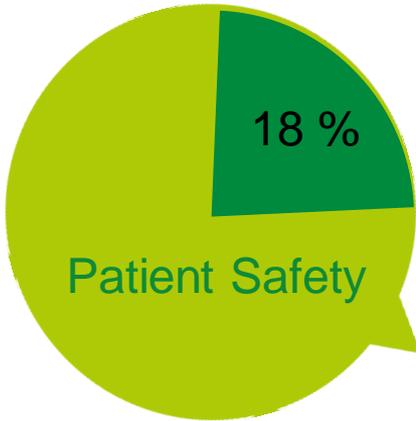
2019/20 Speaking Up Data

16,199 cases
Raised to FTSU Guardians



2020/21 Speaking Up Data

20,388 cases
Raised to FTSU Guardians



Freedom to Speak Up training

- Speak Up – worker training
- Listen Up – manager training
- Follow up – senior leader training



Speak Up, Listen Up

Free e-learning training for all workers and managers

Register today:

www.e-lfh.org.uk/programmes/freedom-to-speak-up/

Next steps...



Q&A