

Priory

**Freedom to Speak Up
Annual Report**

April 2024 – March 2025

At Priory we are always committed to creating the safest and most supportive services that we can. A fundamental part of this is the continuous investment in creating psychological safety where our workforce can engage in an open, transparent and safe culture regardless of their role, service or location. We have focused over the past 12 months on recruiting and developing a FTSU Champion network which is representative of our workforce and developing the governance to underpin accountability and positive action around colleagues who choose to speak up.

As the Executive Lead for Freedom to Speak Up I am very pleased with the significant progress that we have made since relaunch in October 2023, the network of FTSU Champions, resources and supports to underpin and enable the ongoing growth of an open and supportive Speaking Up culture across all Priory services.

This report provides an overview of the activity that took place following the Priory re-launch of FTSU for the period April 2024 – March 2025; including the development and implementation of robust governance arrangements, an assessment of the number and themes of concerns raised and related learnings and recommendations.



A stylized, handwritten signature in dark ink, appearing to read 'Colin Quick'.

Colin Quick, Chief Quality Officer
Chief Nurse and Director of Infection Prevention and Control

Background

Priory provides 277 healthcare, wellbeing and adult care (social care) services across the United Kingdom and Northern Ireland in which approx. 13,000 employees work. Priory provides care and treatment to some of the most vulnerable people in our society and in conjunction with our colleagues across Europe are striving to become the leading European provider of high-quality mental health and rehabilitative services.

The standard NHS contract requires that all trusts and foundation trusts employ a Freedom to Speak Up (FTSU) Guardian. FTSU Guardians are now employed across the health and care sector, including in primary care, health charities, independent providers and arms-length bodies including health regulators. Priory have implemented a FTSU policy and approach across all services in both Healthcare and Adult Care as it aligns seamlessly with Priory values.

In April 2023, Kath Mason, Associate Director of Patient Safety and Experience, was appointed as the Priory FTSU Guardian. The Priory Guardian is registered with the National Guardians Office (NGO), compliant with induction and annual training and a member of a FTSU Guardian's network and regular forums. Following this appointment several months focused on the review and development of governance, policy, FTSU champion's recruitment and induction planning. A revised FTSU approach was launched in October 2023 which was also the national FTSU awareness month.

The FTSU Guardian's role is to ensure patient safety and staff wellbeing by providing a mechanism for staff to speak up when they see or hear something that is not right. The FTSU Guardian also provides support to staff who raise concern and supports Priory leadership to develop a positive, compassionate, and inclusive workplace culture in line with our organisations values and the vision set out in the NHS People Plan.

FTSU operates across all of Priory; this includes all adult care (social Care) and healthcare services including wellbeing centres and outpatient services. Priory's FTSU Guardian is supported at an executive level by Colin Quick, the Chief Quality Officer, and Heather Tierney-Moore OBE, one of Priory's Non-Executive Directors. The FTSU Guardian reports quarterly on Speaking Up into both divisional Clinical Governance Committees and Quality Assurance Committee, in addition these reports are shared with the senior leadership team.

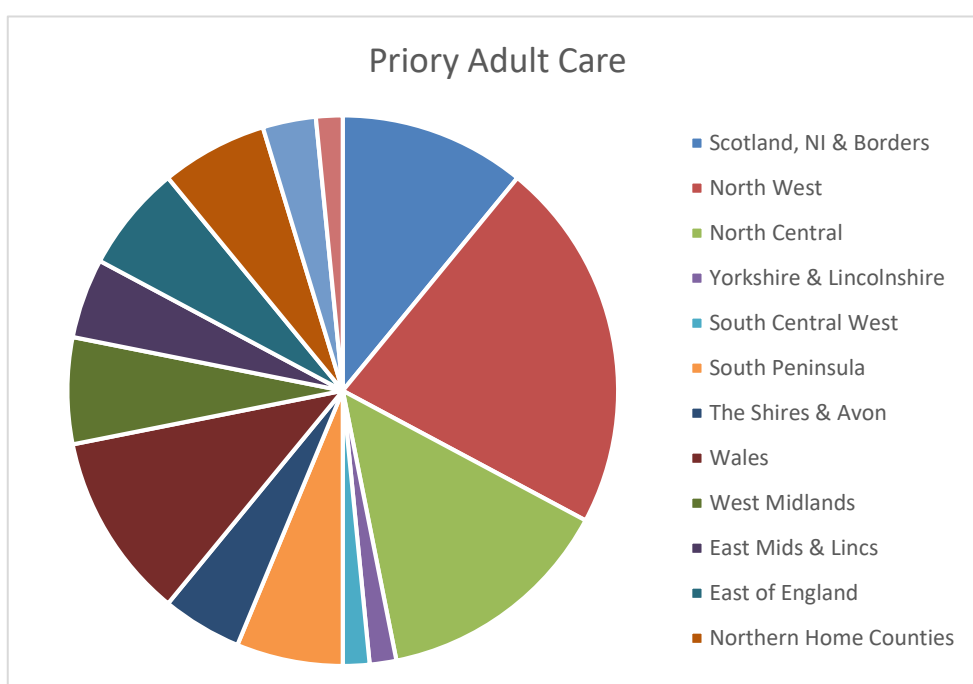
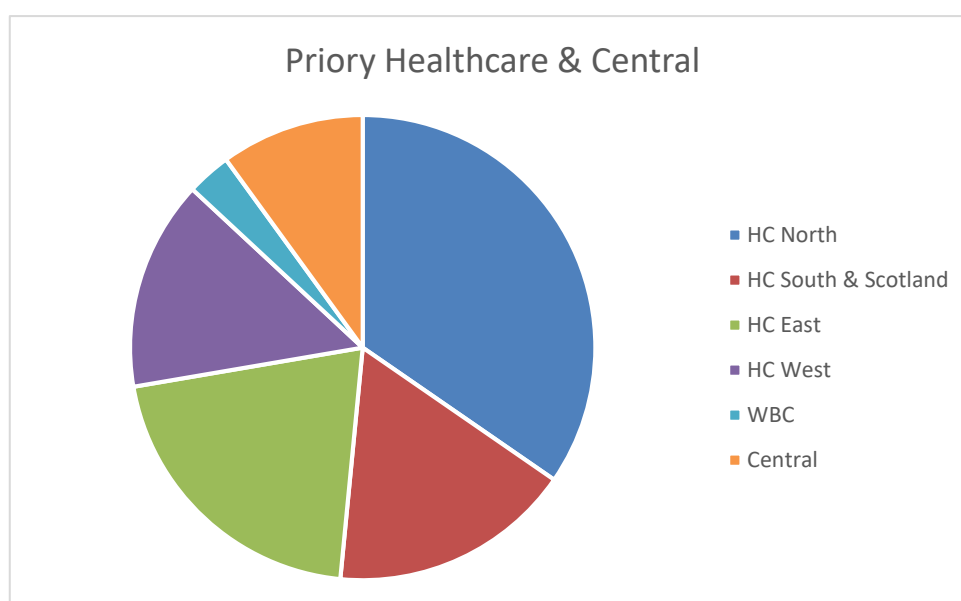
The FTSU Guardian links with the National Guardian's Office via both the Midlands & London regional networks, which provides support and shared learning. This annual report provides an overview of activity and progress around Speaking Up between April 2024 – March 2025 alongside assurance that Freedom to Speak Up processes are in place and are being used.

Action taken to improve Speaking Up

1. Increased resource to hear Speaking Up and raise awareness of Freedom to Speak Up

Following review in 2023 the FTSU structure was strengthened through the development of three FTSU Leads who oversee geographical regions of the organisation, across which a network of approx. 192 FTSU Champions are now in role across the organisation (to date).

Freedom to Speak Up Champions by region



N.B. Adult Care FTSU Champions numbers are inclusive of Operational Directors within regions.

There is a need to strengthen FTSU Champions in Healthcare West region and also the sub-

regions of Yorkshire & Lincolnshire, South Central West, Kent and South Central East in Adult Care where it is the Operations Director is holding a FTSU Champions role as an interim to colleague recruitment.

The FTSU Guardian, Leads and Champions are visible across the Priory by contributing to local services induction of new starters, key local meetings, talking to different staff groups to promote Speaking Up and facilitating national FTSU awareness campaigns.

2. Raising Awareness and promotion

October 2023 provided an opportunity to re-launch Speaking Up across Priory through a roadshow of webinars, pledge campaign and recruitment of FTSU Champions as part of national Speak Up month. The focus was on building an awareness across the workforce as a platform to developing an open and positive culture of Speaking Up.

A significant resource has been developed to support the promotion of Speaking Up across Priory, including posters advertising the contact details for local FTSU Champions and the FTSU Guardian (including a dedicated Priory FTSU email address), FTSU business cards and lanyards for FTSU Champions to use in their roles. Sites have developed local mechanisms for colleagues to Speak Up including FTSU mail boxes (green metal secure mail boxes) situated in shared colleagues spaces i.e. outside the site restaurant, whilst others facilitate drop ins with a 'cuppa and cake'. In addition to local promotion, there are regular communications shared through Your Weekly Brief to all staff, including introductions (profiles) of FTSU Champions in the Priory wide network of Champions.

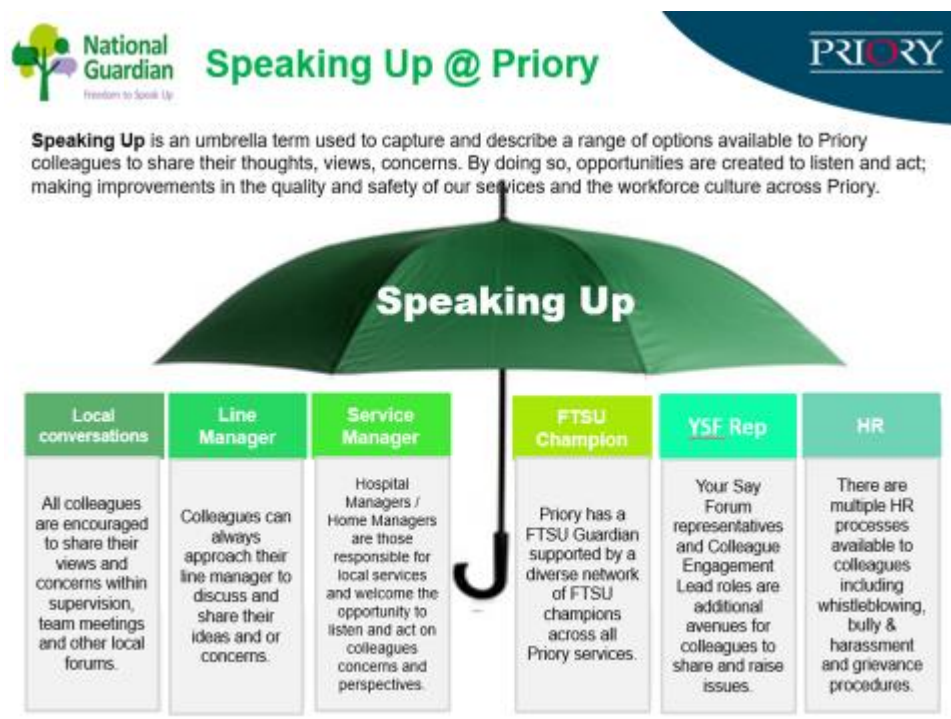
The national awareness month in October 2024 enabled a focus of celebrating how far Priory had come in renewing and building a Speaking Up approach and culture across the organisation and promote all the ways in which colleagues can seek support and advice and Speak Up. At the heart of this campaign was a FTSU Promotion League (similar to a football league) designed to capture local awareness and promote i.e. FTSU noticeboards and promotion tailored to fit each ward / in each home. Following this awareness campaign FTSU was also featured as a workshop at the Priory Quality event in late 2024 with a focus on the importance of teams developing psychological safety to underpin a positive culture of Speaking Up as daily business as usual.

Work has also been undertaken in partnership with L&OD to integrate Speaking Up into leadership and management development programs with the aim to create an inclusive and integrated model of training and support for aspiring, new and existing managers.

3. Induction and program of supervision and support for FTSU Champions

Since the relaunch of FTSU across Priory (October 2023) the focus has been on promoting the role of the Champions in the early resolution of colleagues Speaking Up in the first instance; striving for an open workforce culture that promotes hearing the views and perspectives of all colleagues. There has also been a focus on clarifying the differences between existing processes / routes i.e. grievances and whistle blowing and how these all fit

together. See the 'Umbrella' slide below that illustrates how all routes of Speaking Up co-exist.



Since October 2023, and throughout the past 12 months, there has been a regular program of induction for all colleagues volunteering to become FTSU Champions. Initially this was facilitated virtually by the FTSU Guardian and FTSU Leads, to ensure all advocates had received the same information about the importance of Freedom to Speak Up in working towards a culture where Speaking Up is business as usual; the role of the Freedom to Speak Up Guardian and the National Guardian's Office; the expectations of the role; and the core skills needed to be able to effectively support staff. Following significant recruitment of FTSU Champions this became a monthly induction led by the FTSU Guardian prior to, more recently, the development of an e-induction module available on the Priory Academy. Currently 82% of FTSU Champions have received induction training.

The FTSU Champions network meets regionally on a monthly basis under the facilitation of Priory's FTSU Leads. These forums provide check in, support, supervision and a program of development including refresher sessions on recording Speaking Up, coaching, case studies, Safeguarding etc. It is noted that attendance at these monthly forums is low and inconsistent; partly attributable to the varying roles FTSU Champions hold i.e. HCA / nursing colleagues counted in numbers. Efforts have been made to communicate and support both FTSU Champions and line managers to enable consistent engagement, including the development of a manager's guidance document for those colleagues who manage a colleague who is also a FTSU Champion.

4. Governance, recording and reporting

The initial FTSU steering group was instrumental in guiding and overseeing the relaunch of FTSU across Priory. It remained in existence for the first 12-18 months in various forms. Following this FTSU reports quarterly to the Priory Quality Assurance Committee.

Datix is used to capture and record all Speaking Up contacts across Priory with FTSU Champions, Leads and Guardian. This has been aligned to the National Guardians Office reporting requirements for ease and consistency of internal and external reporting. There has been an instruction handbook developed as well as an instructional video to support FTSU Champions in the quality and standard of recording Speaking Up. However, given 192 FTSU Champions there is a degree of inconsistency in the data for which further review and refinement of the system is required.

Going forward there is room for improvement in creating an integrated experience reporting process with tailored functionality to combine whistle blowing, FTSU, complaints, MHA complaints and both colleague and service user / resident survey feedback. As Speaking Up is essentially the 'front door', signposting to other existing mechanism, such a system could potentially enable clarity of understanding where Speaking Up is actioned and the outcomes, impact and learning related to it.

5. Introduction of Speak Up, Listen Up and Follow Up training

The National Guardian's Office and Health Education England developed a national training program for all NHS workers comprising of three modules. Priory adopted this training as part of our re-launch and allocated modules via Route by Roles (not mandatory); Speak Up (for all workers); Listen Up (for line managers) and Follow Up (for strategic leaders).

There has been significant uptake of this training across priory, current compliance (end of March 2025) is as follows:

- FTSU Follow Up - (Strategic Leaders) 88.5% Compliance
- FTSU Listen Up - (Line Managers) 90.8% Compliance
- FTSU Speak Up – (All colleagues) 94.3%

While the introduction of training was a step forwards, training alone will not change culture. A resource of guidance and supports, particularly for FTSU Champions and managers, has been developed to support putting learning into practice as part of a wider program of work to build a positive, compassionate, and inclusive culture; including FTSU posters, First Contact Prompts, Listen Up Tips, Managers Guide to Supporting FTSU, all available within the FTSU Toolkit on the Priory intranet pages. A specific Priory FTSU video was also created as part of a Whistle Blowing promotion during 2024 which discusses the what, why, who and how of Speaking Up within Priory to inform all colleagues.

Assessment of cases

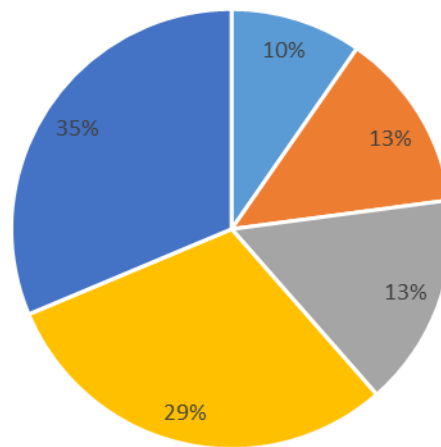
Between April 2024 and March 2025, a total of 83 Speaking Up were raised through FTSU (and those redirected from Whistle Blowing as not meeting protected disclosures criteria) of which 50.6% were reported anonymously, compared to 9.5% nationally (April 2023 – March 2024). This may be reflective of the newness of Freedom to Speak Up across the organisation and colleagues being unsure of this as a new concept. Of all cases of Speaking Up across Priory for this period 8.4% reported experiencing detriment compared to the 4% reported nationally (2023/24). It is recognized that there were gaps in recording which has influenced this figure.

A strong whistle blowing culture that extended beyond protected disclosures, has been historically established across Adult Care services, however with the introduction of FTSU Priory has recalibrated whistle blowing to now only relate to protected disclosures, with concerns outside of these being registered as Speaking Up. There has been a slight shift in whistle blowing numbers since the introduction of FTSU and this continues to be a longer term cultural piece of work.

Looking at the themes of concerns raised, the majority relate to worker safety or wellbeing (35%) with the next highest category being patient safety & quality (29%). The proportion of concerns including an element of patient safety is significantly higher in Priory than the National Guardians Office (18.7%) reported for 2023/24. Priory Speaking Up with an element of worker safety & wellbeing is also higher than the national of 32.3% for 2023/24.

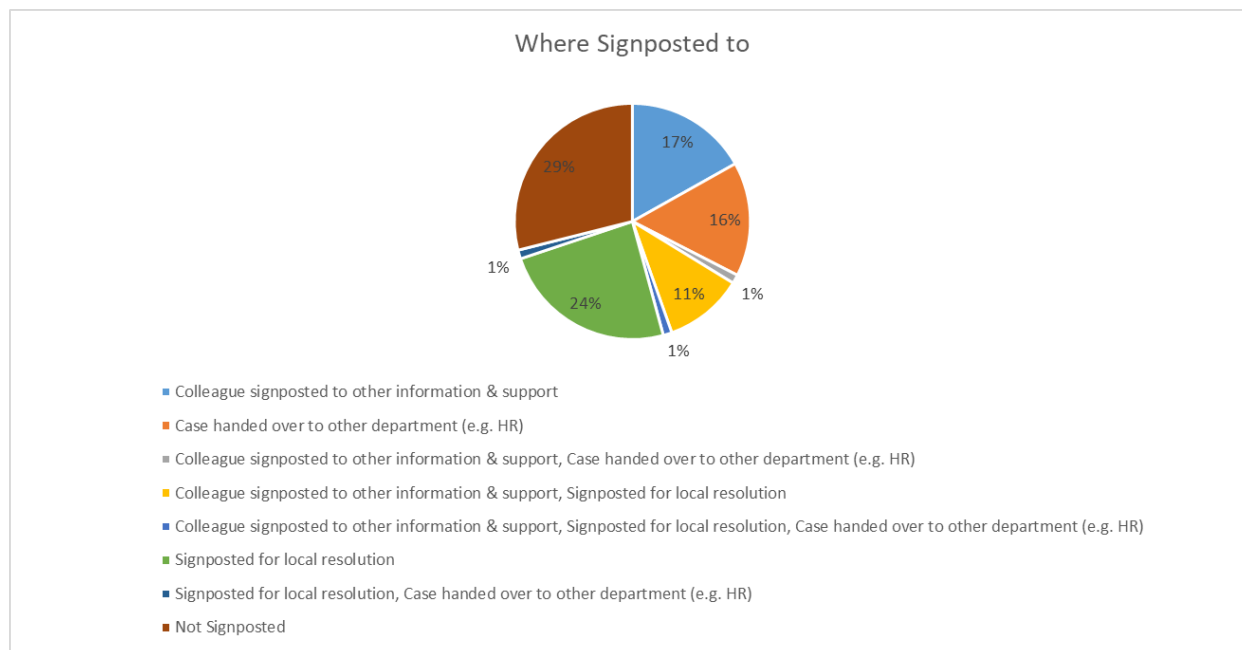
Across other themes reported 13% related to other inappropriate attitudes or behaviours which is noted to be significantly lower than the national data for 2023/4 of 38.5%. This may be due to the scope and differences of Speaking Up captured within this category. Speaking Up recorded which reflected an element of bullying and harassment was 10% which is also lower than the national data of 19.8% for 2023/4. Thirteen percent of Priory's Speaking Up pertained to leadership and culture for this time period.

Themes breakdown

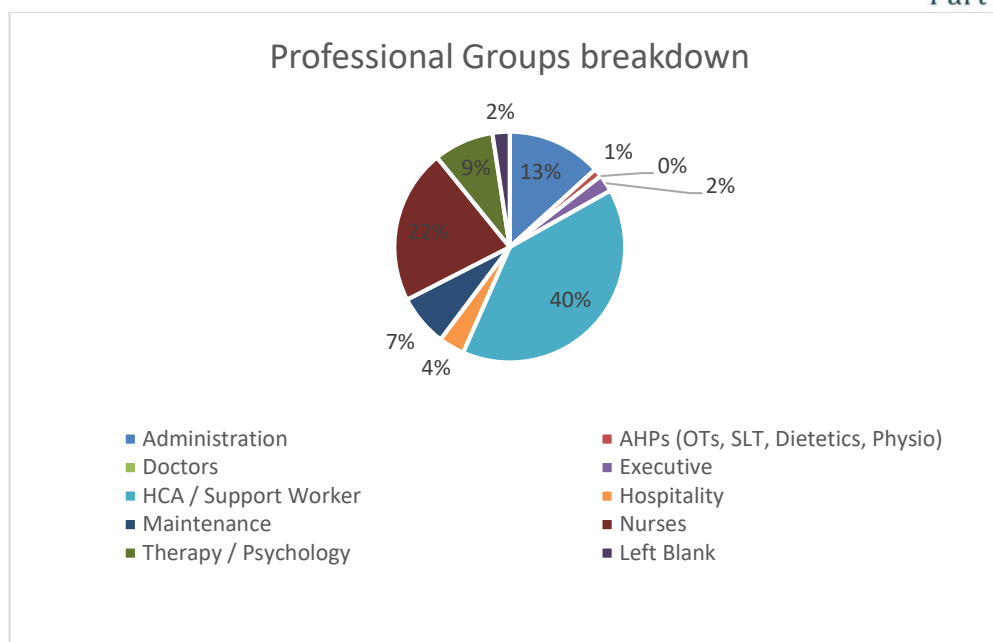


- Bullying or harassment
- Patient safety/quality
- Other inappropriate attitudes or behaviours
- Leadership / culture
- Worker safety or wellbeing

As FTSU is primarily a support and signposting mechanism for colleagues it is valuable to understand where speaking up concerns have been signposted to over the past 12 month period. The data presented below indicates that 24% of Speaking Up were signposted for local resolution, 17% to other information and support and 16% signposted to HR colleagues. FTSU Champions are often approached by colleagues to listen and support and as such 29% of colleagues were not specifically signposted. At the end of this period, of the 83 concerns raised, 37% were closed, 34% concerns remain open whilst 29% were supported and signposted however have no status recorded.



In breaking down and understanding the staff groups Speaking Up HCA / Support Workers accounted for the majority of those speaking up in the year (40%) followed by nursing staff (22%). This is representative of these roles making up the majority of Priory workforce, whilst colleagues in administration roles accounted for 13% of Speaking Up. Of note there were no concerns from doctors (0%) for this period. Further exploratory work is required to give reassurance that medical colleagues feel supported and have sufficient opportunities to share their experiences and perspectives.



An analysis by region in comparison to the spread of Speaking Up across services does not show a specific correlation to numbers of Speaking Up and the number of Champions in each region. Partly as Priory has developed a network of FTSU Champions for whom colleagues can approach any regardless of role and or location.

Healthcare West region is a potential outlier with significantly less Speaking Up than the other three Healthcare regions. Further exploration will be undertaken to understand better i.e. if all colleagues are fully aware of Priory's FTSU approach and network of Champions.

Division	Number of Speaking Up April 2024 – March 2025	Number of FTSU Champions April 2025
Healthcare		
North	19	45
South & Scotland	22	24
East	20	27
West	6	19
Central	1	13
Wellbeing Centres	0	3
Unknown	6	N/A

Adult Care		
North, Scotland & NI	5	30
South East	1	12
South West & Wales	3	19
TOTAL	83	192

Benchmarking

From a benchmarking perspective other independent providers are at different stages of their FTSU approach and development of culture during 2024/5. Guardianship leadership roles are variable across organisations, not all are dedicated or with protected time. Equally FTSU Champions / Ambassador numbers vary greatly and do not correlate directly with numbers of Speaking Up within any organisation.

It is to be noted, that this is Priory's first full year since review and relaunch in October 2023, since which time FTSU Champions have grown in number from zero to 192, whilst both the governance and practice of recording Speaking Up has developed and established across all services.

	Cygnnet	Elysium	St Andrews	Priory
Guardian roles	2	1	1	1
Protected time	2.0 wte	0.8 wte	No	No
Champions / Ambassadors	246	60+	9	192
Speaking Up April 2024 / March 2025	161	180	159	83

Feedback

Feedback is an integral component of supporting the effectiveness of Priory's FTSU approach and processes. To date the number of colleagues giving feedback on their Speaking Up experience has been poor. Therefore this is an area for further review and improvement going forward. It is proposed that all individuals who have raised concerns and whose concerns have been closed are sent a short feedback survey to comment on the Speaking Up process (with their consent).

There has been a small amount of feedback received through other sources; region and or central roles visiting sites. Please see Appendix.

Colleague survey results 2024/5

The Priory annual colleague survey results of questions related to Freedom to Speak Up are used to measure progress, and highlight areas for improvement.

Freedom to Speak Up was relaunched during 2023, following which was a period of intensive promotion and recruitment of FTSU Champions. The key survey questions below indicate an improving trajectory of colleagues feeling able to express themselves / contribute and action occurring as a result.

Priory Colleague Survey 2024/5

I have the opportunity to contribute to decisions that affect my day to day job role	Medium	<div><div>75%</div><div>16%</div><div>9%</div></div>	75	↑ 3
If I had any concerns, I would feel safe to speak up about these	Medium	<div><div>80%</div><div>12%</div><div>8%</div></div>	80	↑ 3
If I spoke up about something that concerned me I am confident my organisation would take my concern seriously	Medium	<div><div>70%</div><div>19%</div><div>11%</div></div>	70	↑ 3
I feel safe doing my job	High	<div><div>83%</div><div>12%</div><div>5%</div></div>	83	↑ 3

Learning and Improvement

The following learning /improvement has taken place in the year:

A survey of FTSU Champions was undertaken in August 2024 (43% engagement from FTSU Champions at the time) to gain feedback of induction, support, supervision and guidance for those in the role.

Feedback from the survey highlighted that these forums provide information and support to enable individual FTSU Champions to better understand how to improve / develop their role as a FTSU champion. Monthly forums is a safe space to 'check-in', gain support, share experiences, ask questions, covers topics to learn from and keeps champions up to date with changes and developments. Champions feedback that regular monthly meetings made them feel like part of a wider team

Areas which were highlighted for further improvement included:

Area of Improvement	Action Taken
DATIX refresher	Planned to be facilitated regularly within programme of monthly calls. Instructional video developed.
Sharing the impact of Speaking Up	Development of 'impact' / case studies. Review of feedback mechanism to enable understanding impact better.
Understand more about Care First / Employee Assist	Planned to be facilitated regularly within programme of monthly calls.
Varied days and times of monthly support & supervision calls	Variability implemented to enable accessibility by all
Scenarios / case studies	Developed and included in FTSU induction and program for monthly calls
Specific 'Central Champions' monthly supervision call	Planned and implemented
Support and time to undertake role / attend monthly supervision calls	Development of managers guidance to outline managers role in supporting and enable FTSU Champions roles
Adult Care FTSU Champions access to Priory emails / access to computers affect take up and communication	Larger piece of work to scope Adult Care colleagues connectivity for FTSU Champion roles / other

A review of Champion diversity was also under taken in August 2024 to assure Priory that its network of FTSU Champions was representative of its workforce. On the whole this was found to be the case.

Recommendations

In 2025/6, alongside continuing to listen to and support staff raising concerns, the FTSU Guardian will:

- Focus on improving the quality and consistency of recording Speaking Up to enable an improvement in data integrity to better inform improvements in our approach
- Support FTSU Champions engagement in monthly support and supervision to underpin consistent and quality fulfillment of the role regardless of location and or FTSU Champion
- Further develop an integrated experience reporting to support a fuller picture of 'Speaking Up' across the multiple channels available to colleagues
- Continue to work in partnership with L&OD will integrate Speaking Up into leadership and management development with the aim to create an inclusive and integrated model of training and support for aspiring, new and existing managers
- Facilitate the NGO self-assessment and reflection tool at Priory Board level
- Undertake further data analysis to look at jobs/groups of colleagues who do not routinely Speak Up and the connection choices of colleagues who Speak Up with FTSU Champions in similar roles.

The Board is asked to:

- Consider and comment on the themes, trends and issues arising from this report

Appendix 3: Examples of FTSU profiles / YWB communication



Stuck in a lift with...

Deanna O'Shea

Freedom to
Speak Up
Guardian



I've been a Freedom to Speak Up Lead since ...	I started with Priory
My previous role(s) have been ...	I am new to Priory however I have worked within Healthcare for 7 years. *
I became a Freedom to Speak Up Lead because...	<ul style="list-style-type: none"> Support Worker/Care Assistant Care Champion IFT Community response team SHC (During Covid) Live in Care Supervision/management Team for Hampshire/West Berkshire Healthcare Recruitment Private Colleague Engagement Lead Health Care South and East
Freedom to Speak Up means...	<ul style="list-style-type: none"> The FTSU role aligns with my role as Colleague Engagement Lead, so colleagues have the opportunity to be able to have a voice and feel listened to by the company but also to enable us to learn and develop. Enabling each of our colleagues to feel listened to, I believe that everyone deserves to have the best experience possible. To embed a culture where FTSU is part of everyday life at Priory.
Who would you like to be	<ul style="list-style-type: none"> Ryan Reynolds



Stuck in a lift with...

May Do
Freedom to
Speak Up
Guardian



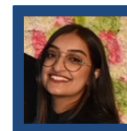
I've been a Freedom to Speak Up Champion since ...	November 2023
My previous role(s) have been ...	Senior Support Worker Support Worker SEN Teaching Assistant
I became a Freedom to Speak Up Champion because...	I am driven to support my colleagues in any ways that I am able to, and I believe it is important for colleagues to have someone they may be more familiar with to come to when they want to share any feedback, so that we can continue to improve and do better together as a team.
Freedom to Speak Up means...	Ensuring the voice of all colleagues are heard and taken into consideration in order to identify areas we are doing well and where we should be improving.
Early bird or night owl?	Definitely a night owl. I could never get up early without an alarm!
In my spare time, I like to...	Have solo karaoke in my bedroom, binge watch my current favourite series, or have a long hot bath especially after going to the gym.
My lunch is usually...	What I cooked for dinner the day before, as I often meal prep, which most of the time would be stir fried with noodle or rice.
I take my coffee...	With condense milk and ice, the Vietnamese way and also the best way in my opinion!
What music would you prefer was playing in the lift?	Wii theme music, as that would be quite amusing!
My secret talent is...	Seasoning food without measuring when I cook and it always turn out just right.
My top tip for life is...	Life is too short to not give yourself a little treat to keep you going every now and then.
My favourite quote is...	"You miss 100% of the shots you don't take." Wayne Gretzky



Stuck in a lift with...

Sharon Khaneja

Freedom to
Speak Up
Guardian



I've been a Freedom to Speak Up Champion since ...	September 2024
My previous role(s) have been ...	Learning and Organisational Development Specialist Learning Manager. I am currently the L&OD Team Leader for the Safeguarding Regional Learning Partner Team.
I became a Freedom to Speak Up Champion because...	I believe that everyone should have their say. They should feel confident enough and empowered to have their say and know that they will be heard.
Freedom to Speak Up means...	Speaking up to make a change you feel is necessary and needed to better our service and quality of care.
Early bird or night owl?	Early bird
In my spare time, I like to...	Go on long walks with my dog Crossing doodles
My lunch is usually...	Leftovers from the night before! My quick lunch go to is a sandwich and packet of crisps... you can never go wrong!
I take my coffee...	I'm a big Indian Chai drinker... I make my own spice blend and sometimes add a bit of ginger depending on the weather.
What music would you prefer was playing in the lift?	Something calming and light hearted...
My secret talent is...	Cleaning -
My top tip for life is...	Treat others the way you wish to be treated. BE HUMANE BE KIND!

Speaking up at Priory - Meet our Freedom to Speak Up Champion Daniel Hegan

Occupational Therapy Assistant/RRI Tutor Daniel Hegan wanted to become a FTSU Champion to create an environment where everyone feels comfortable and empowered to raise concerns without fear.

Daniel says it's imperative that concerns are raised. A quote he uses quite often is: "The standard you walk past is the standard you accept."

He has this advice for any colleague who has a concern to raise it straight away: "Speak to someone regardless of who they are, line manager, SMT or FTSU Champion, if no one speaks up or raises a concern then things will not change."

Daniel says the key to being a great FTSU Champion is by being approachable, and ensuring that you are there to listen, go somewhere away from the crowd to talk (the environment is a key factor) and always provide feedback.

"It's crucial to be objective and impartial when dealing with a colleague's concern, as everyone has the right to raise concerns without fear and judgment," he says.

So what makes a good FTSU Champion?

Daniel says it's important to be a good listener, someone's who's approachable, reassuring and empathetic, someone who will endeavour to understand.

He has this advice for colleagues who would like to be a FTSU Champion: "I encourage it, it's a massive responsibility but ultimately rewarding when you are able to help individuals. And always provide feedback."



Speaking up at Priory - Meet our Freedom to Speak Up Champion Jemilah Russell

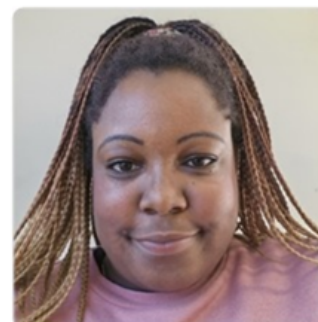
Jemilah Russell, Senior Support Worker at Ridgectott & St Winnow, wanted to become a FTSU champion because she wanted to give people a chance to feel heard in a safe manner and enable people to feel comfortable in raising their concerns.

She says colleagues who would like to raise a concern should do it as their voice is important.

Jemilah says when concerns are raised, issues can be dealt with, lessons can be learned, and the people we look after are able to live their best lives.

So what makes a good FTSU champion?

Jemilah says it's important to have empathy, be caring, a good listener, proactive, friendly and approachable and good at communication.



Appendix 5: Examples of Impact/ Feedback

IMPACT EXAMPLE 1

Speaking Up:

A colleague was struggling with menopause related symptoms whilst at work. They felt uncomfortable discussing this at site and therefore reached out to a FTSU Champion. The colleague was signposted / supported to contact the Menopause Network Lead.

IMPACT:

The network lead provided more information to site of how to support this individual (with their permission). Site have now had two senior managers reach out to the network to ensure they are providing the correct support at site for individuals with menopause. The individual was very grateful of this support.

IMPACT EXAMPLE 2

Speaking Up:

A colleague had requested feedback from an internal interview to aid their development. Feedback was not received. The colleague made contact using the FTSU inbox and was supported by the FTSU Guardian. On this occasion the Guardian liaised with HR Business Partners (with colleagues permission) who explored and found, due to recent changes in leadership roles, not all site leadership had current training in recruitment policies and procedures which impacted on recruitment activity.

IMPACT:

Apology and feedback given to individual. Local leadership undertook recruitment training and amended practice to align. Divisional wide oversight of recruitment training compliance undertaken, reminders given and improvements made across the region.

IMPACT EXAMPLE 3

Speaking Up:

A colleague approached a FTSU champion (in confidence) expressing concerns that there was a lack of Blue Badge parking spaces at a hospital site which was affected their ability to get to / from their workplace. On discussion it was found that Blue Badge parking bays were not clearly signposted nor monitored. Despite concerns having been raised previously there had been no improvement experienced by colleagues.

The colleagues was signposted and supported to raise with site maintenance and leadership to consider how to raise staff awareness and ensure appropriate Blue Badge parking on site.

IMPACT:

Allocated spaces were re-signposted and Hospital leadership shared comms with all colleagues regarding location of Blue Badge parking and expected behaviours. The colleague feedback an improved experience and the concern resolved.

IMPACT EXAMPLE 4

Speaking Up:

The FTSU Guardian was requested to speak with a colleague who had expressed significant concerns regarding the leadership and workforce culture at the service for which they worked.

The colleague expressed they were fearful of speaking up and the possibility of negative treatment by colleagues. The FTSU Guardian supported the colleague to share their concerns to inform action taken. The service had historically had cultural challenges impacting on the quality and safety of care and therefore was highlighted as vulnerable to reoccurrence.

IMPACT:

Senior Priory leadership undertook a Closed Culture review across a sample of Adult Care and Healthcare services (including the service of concern) to explore specific concerns and the culture of services provided in general. Closed Culture reviews were undertaken by colleagues independent of services. Action plans were identified and progressed.

FEEDBACK EXAMPLE 1

I recently completed the Freedom to Speak Up module as part of my induction with the Priory Group, and I wanted to share how valuable I found it. The module was clear, informative, and really highlighted the importance of openness and transparency in the workplace. It reassured me that raising concerns is not only welcomed but actively supported.

Knowing that there's a dedicated Guardian like yourself and a structured process in place makes me feel much safer and more confident as I begin my journey here. I truly appreciate being part of an organisation that places such emphasis on staff wellbeing and speaking up.

FEEDBACK EXAMPLE 2

I just wanted to say a **big thank you** for taking the time to listen to the concerns I raised, either its purely coincidental or you have worked your magic to ensure everything I raised was looked into and ensured actions are taken to look into further or resolve.

You also kept to your word of keeping the information you received anonymous. This has made me feel much more confident about reporting things in the future.

Thank you again for listening, taking action and keeping to your word, I believe these improvement were needed and will be beneficial to all, further improving our site.

Appendix 6: Priory FTSU Intranet Pages (Examples)

Freedom to speak up

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About Freedom to Speak Up

A message from Kath Mason (Associate Director of Patient Safety & Experience, Freedom To Speak Up Guardian (FTSUG) and Occupational Therapy Professional Lead)

Freedom to Speak Up, an ethos well embedded in the NHS, ensures that our colleagues feel safe and confident to raise concerns, with the aim of improving the safety and quality of care.

We will be implementing Freedom to Speak Up at Priory to complement our successful Whistleblowing helpline. This means giving colleagues the opportunity to raise concerns about patient and resident care and other matters that affect their day-to-day work.


I will be the Freedom to Speak Up Guardian at Priory and I will oversee the process. We will also recruit champions within sites and divisional regions – members of staff who know Priory well and will respond to colleagues' concerns in an objective and impartial manner.

Once in place, Freedom to Speak Up champions will be offered support and training so they feel confident to undertake the role. We will be recruiting champions across our divisions in next few months.

To become a Freedom to Speak Up Champion, email FreedomToSpeakUp@priorygroup.com

Please click on the link to see "[Stuck in a Lift with Kath Mason](#)"

Click the link here [Freedom to Speak Up Guardians video](#) to find out a little bit more about the FSU Guardian.



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How to speak up


There are a number of ways you can speak up if you have feedback to share or a concern:

1. All internal processes are available i.e. speaking to your line manager, whistle blowing and the grievance or bullying and harassment policy.
2. Staff can reach out and contact our Staff Engagement Leads who are our FTSU Leads.
3. You can contact a Freedom to Speak up champion in your local region, if you're not sure who this is, you can find details [here](#)
4. You can contact any champions within Priory, not just your local one or one in your region. There's now over 160 to choose from and the majority have profiles which you can find [here](#)
5. You can contact our Freedom to Speak Up Guardian, Kath Mason on FreedomToSpeakUp@priorygroup.com

OR anonymously in writing/by post to the FTSUG c/o Priory Hammersmith Head Office (by marking the envelope as 'private and confidential – to be opened by FTSU Guardian only')

If you'd prefer to use another channel, there is information about all the ways you can share your feedback and concerns at Priory on our [Colleague Voice Hub](#).

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Introduction to the FTSU Champions Network

We strive to have identified FTSU Champions at all Healthcare Hospitals and in every region across Adult Care, however all champions are part of a wider network of FTSU champion resources available to all colleagues to contact - irrespective of where they work.


This enables a diversity of choice to all colleagues to contact champions working in their same service or seek champions from the same professional group or an independent service from elsewhere in the country.

All colleagues also have the option to contact the FTSU Leads and FTSU Guardian directly as well.

The Priory FTSU Champion Network – find a FTSU Champion

FTSU network structures/champions

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