

# Speak Up, Listen Up Making positive change

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21<sup>st</sup> November 2024

## Introductory Exercise: Some powerful whys...

- Why do you do what you do in your organisation?
- Why did you choose this breakout session?



“

**The silence of missing voices  
costs careers, relationships  
and lives**

”

Speak Out, Listen Up. How to have conversations that matter.  
By Megan Reitz & John Higgins, 2024

# Missing voices

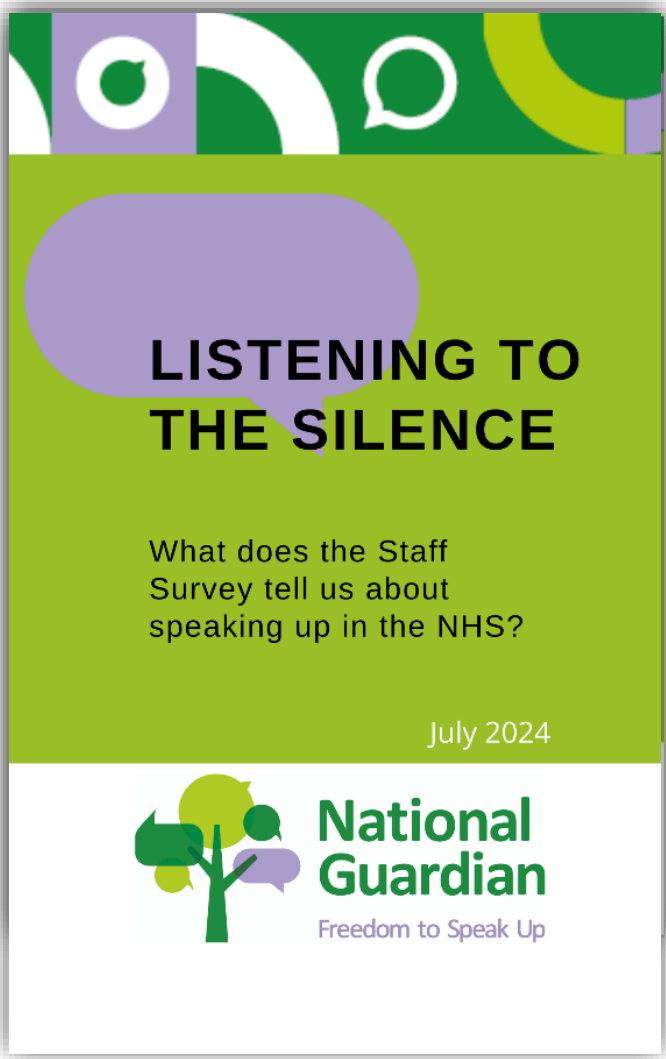
Not being able to speak is not  
the same as not having anything  
to say.....

Barriers to speaking up

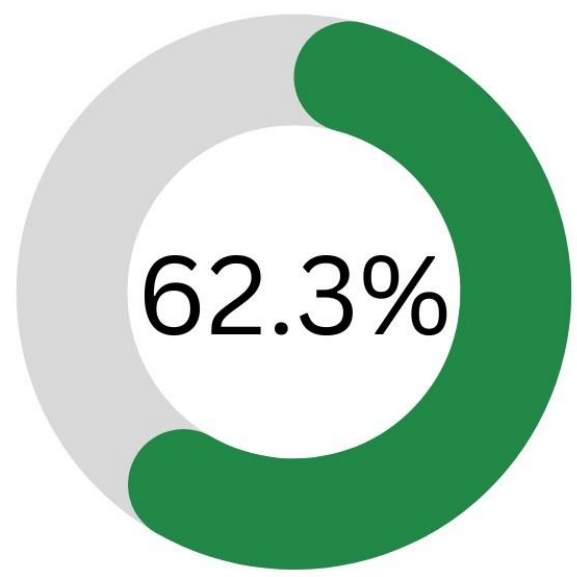


Barriers to listening and  
following up

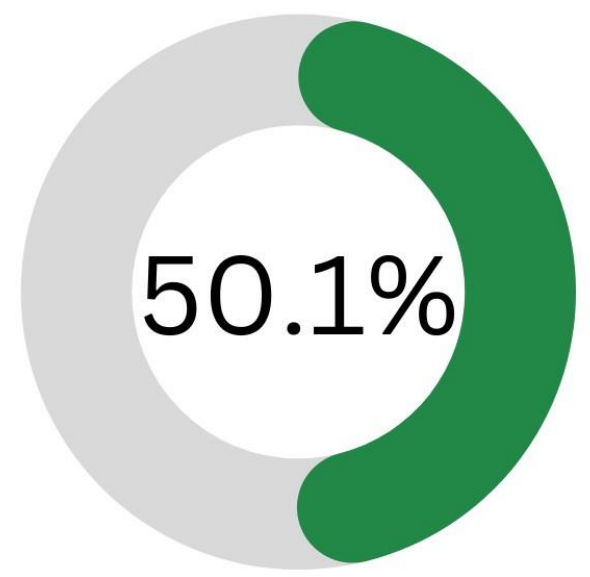
# Fear and Futility



I feel safe to speak up about anything that concerns me



If I spoke up about something that concerned me I am confident my organisation would address my concern

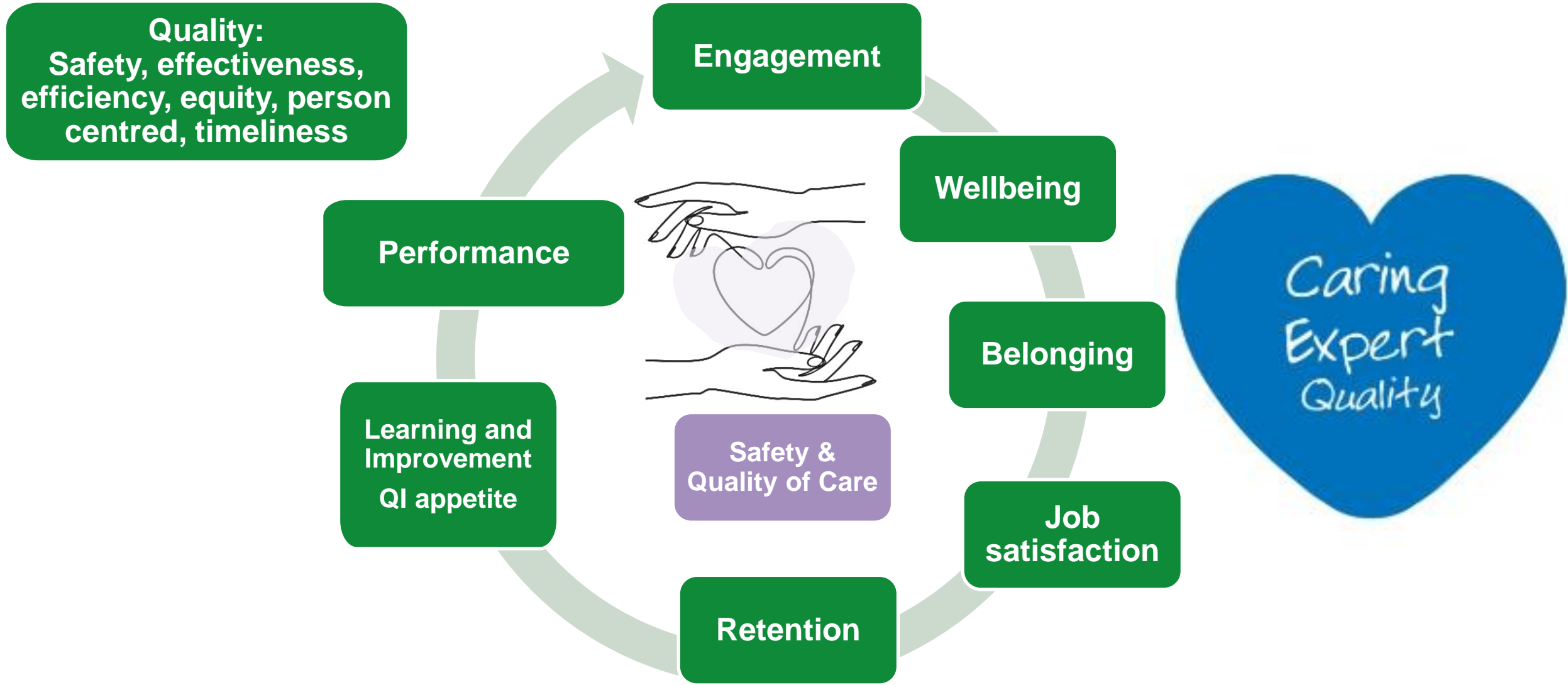


2023 NHS Staff Survey

# Why does it matter to you

- Human cost
- Patient safety and experience
- Worker well-being
  - Monetary cost – prevalence of bullying and harassment is estimated to be in excess of **£2.28 billion**
  - **121,000** NHS vacancies (as of September 2023)
- Risk Management
- Legal standing in NHS standard contract

# Benefits of a good Speak Up culture







Check for updates

## THE BMJ COMMISSION ON THE FUTURE OF THE NHS

# The future of the NHS depends on its workforce

The future of the NHS depends on the people who work in it, so workforce stewardship should be a key priority

Mary Dixon-Woods,<sup>1</sup> Charlotte Summers,<sup>2</sup> Matt Morgan,<sup>3,4,5</sup> Kiran Patel<sup>6</sup>

Achieving a high quality, sustainable NHS is currently challenged by major workforce problems. Staff are the most significant element of NHS expenditure<sup>1</sup> and its most important asset in providing care for NHS patients, but stewardship of the workforce is not optimised at policy or service level. Based on knowledge of the field, the literature, and listening to patients and staff, we identify three key interlinked areas in which action is urgently needed: configuring the workforce, improving conditions and working environments, and enhancing career and training

to inequalities, leaving some areas, including those most disadvantaged, under served, affirming the persistence of the inverse care law.<sup>5</sup> The strategy of shoring up workforce shortages through overseas recruitment is unsustainable, especially as attention is drawn to its moral and ethical problems. So too is the increasing reliance on temporary staff, which is not only expensive—the annual cost of using locum, agency, and bank staff in the English NHS rose to £10.4bn in 2023<sup>6</sup>—but also introduces other risks,<sup>7</sup> such as those linked to lack of familiarity with local

<sup>1</sup> THIS Institute, Cambridge, UK

<sup>2</sup> University of Cambridge, Cambridge, UK

<sup>3</sup> University Hospital of Wales and Cardiff University, Cardiff, UK

<sup>4</sup> Curtin University, Australia

<sup>5</sup> The BMJ

<sup>6</sup> University Hospitals Birmingham and University of Warwick, UK

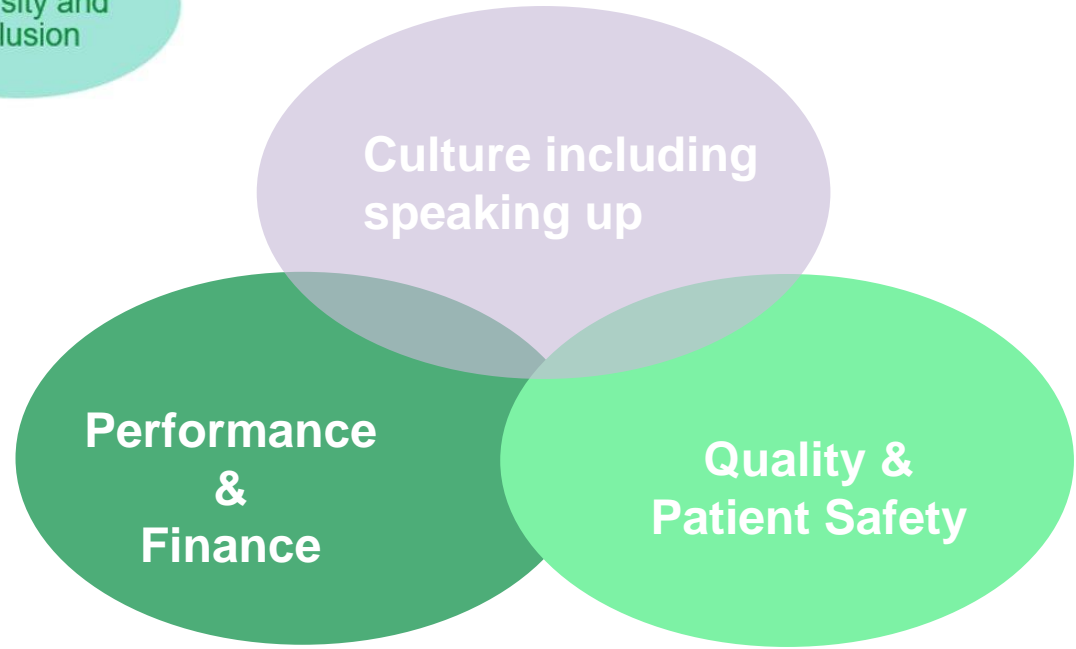
Correspondence to: M Dixon-Woods  
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# Building the Right Culture - A Strategic Priority



A speaking up culture is more than having a Freedom to Speak Up Guardian

## Principles of FTSU

Openness

Transparency

Accountability

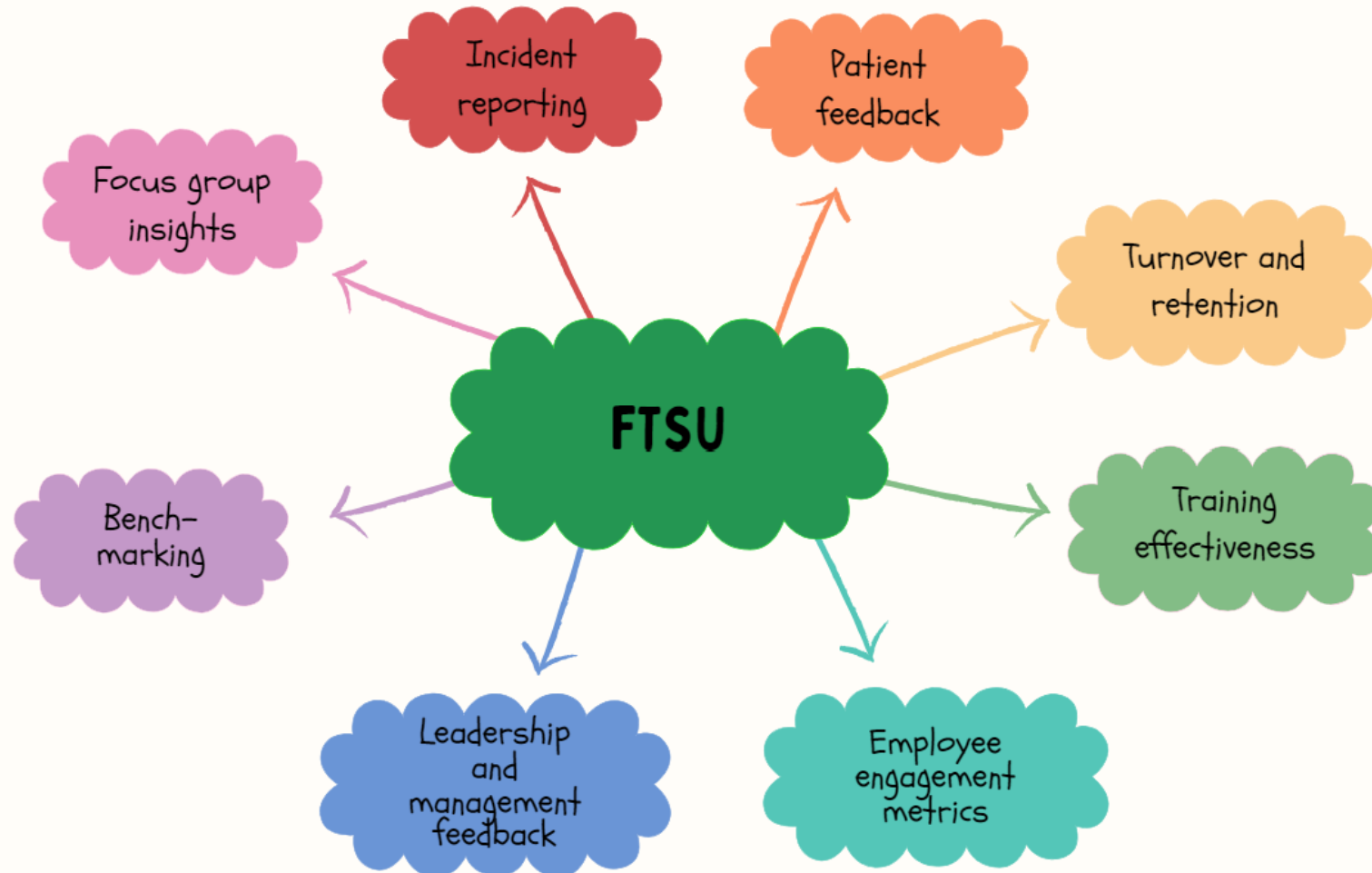
Support

Learning

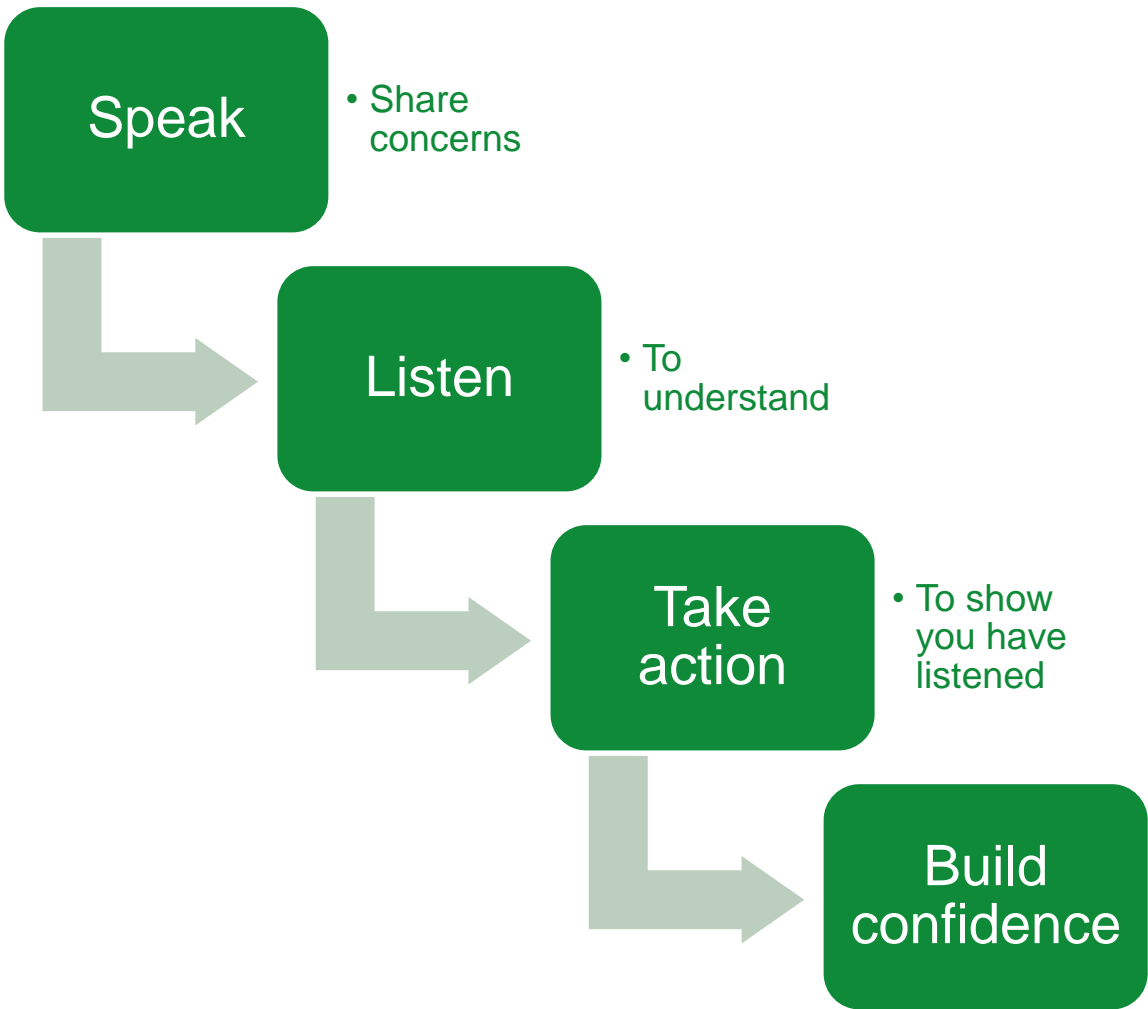
Safety

Cultural Change

## Let's talk data



## The power of listening



## Reflections



Is making speaking up business as usual at **all levels** in your organisation a priority and if not how can you influence it to be?

Will you commit to asking yourself daily:

**“What have I said today to reinforce the message that anyone’s voice can make a difference and that I really want to hear it?”**

# Thank you, fireside chat and Q & A



**Cathi Shovlin, Chief People Officer  
University Hospitals Birmingham NHS  
Foundation Trust**