BACKGROUND & IMPLEMENTATION DECISIONS

What is your current role and how did you end up in the role?

1. When was the Guardian role established in your Trust (e.g. when the role became mandatory or did you have a similar role before this, if so, for how long?).
2. Were you involved in any of the discussions about the implementation of the Guardian role in your trust? If so, could you briefly describe some of these early discussions?
3. Why did you decide to implement the Guardian role in the way that you did? (e.g. who you appointed, their grade, time allocated, their level of autonomy and relationship to the senior leadership and other teams).
4. To what extent if any has the organization's history shaped the Guardian role; for example has the G role inherited, and/or is addressing, specific cultural/organisational issues? Or has the role largely been designed/implemented on a 'suck it and see' basis?
5. In what way, if any, might implementation/deployment decisions about the Guardian role compromise the role e.g. employee perception of the role, scope that they can reach within the organisation? - Challenges
6. Who was involved in these decisions and what influenced the decisions you made (e.g. external/internal policies on speaking up and/or NGO polices?).

WORKING & RELATIONSHIP WITH THE GUARDIAN

1. How often do you liaise with Guardian in your Trust?
2. How did you foresee the role working alongside your own AND have these expectations been met?
3. Has your relationship evolved over time? (e.g. has the relationship changed, and what factors were influential in determining the course of the relationship?)
4. Do you think staff are aware of your relationship with the Guardian, and if so, do you think this influences how staff perceive the Guardian?
5. Role in case management? good cases/bad cases?

MONITORING & EFFECTIVENESS

1. How do you monitor the effectiveness of the role?
2. Do you think it is possible to connect with those hard to reach staff members who might have important concerns to raise but who feel disconnected from the speaking up pathways?
3. Given recent research which shows that individuals from BAME backgrounds can fair worse when speaking up, do you think that your Trust could be doing more to monitor this with a view to better understanding the issues at play?

WP3 interview guide: those who have spoken up to FTSUG

Introduction

Introduce study and remind the participant of the above.

Background

- o Can you please introduce yourself, providing the following information:
- Role
- Grade
- How long you have worked in the Trust?

Experience of raising concern to Guardian

1. Were you aware of Guardians before you decided to speak up?
2. How did you find out about the Guardian service in your Trust? (e.g. recommendation, internal comms, induction training, or via an internal or external policy document?).
3. Had you taken your concern anywhere before going to the Guardian, and if so, what was this experience like?
4. What made you decide to raise your concern to the Guardian rather than through other speak up avenues in your Trust? (e.g. did you do any research into the Guardian, as an individual or the service as a whole?
5. How did you approach the Guardian (face-to-face, email, phone call, via an app, or through a Champion/ambassador etc.) and what were your initial thoughts about the nature of this interaction?
6. If you contacted the Guardian via a Champion/Ambassador etc., can you describe your experience of this (who did you approach, why and do you think this was an effective avenue to raise concerns through?).

Responding to the concern

1. What course of action was decided after you raised the concern to the Guardian? (e.g. was there any negotiation over the various paths the concern could go through, or did the guardian signpost elsewhere/refer them back to their manager, or was it simply a case of leave it with me?).
2. Did the Guardian keep in contact with you throughout the process? If so, how?
3. Did the concern play out as you expected?
4. Was the concern resolved, and if so how long did it take?
5. How did you feel about the course of action decided and the outcome?

Evaluation of service

1. Overall, how would you describe your experience of using the Guardian service? (e.g. do you think it achieves its aim of improving speaking up culture in the NHS?).
2. Do you think issues relating to any of the following impacts how the Guardian is able to deliver their service:
- Hierarchy
- Grade/position of FTSUG in Trust
- Identity e.g. ethnicity, gender.
- Could anything about the service be improved, If so, how?

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Background

1. Can you give a brief summary of your career history (e.g. experience/story so far and how you ended up in the role).
2. How long you have worked in the Trust?
3. What is your experience of working for the trust?

Role configuration and implementation decisions (coherence, collective action, cognitive participation)

4. To what extent, if any, has the organization's history shaped the Guardian role; for example has the G role inherited, and/or is addressing, specific cultural/organisational issues? Or has the role largely been designed/implemented on a 'suck it and see' basis?
5. Were you involved in any of the early discussions about the implementation of the Guardian role in your trust? If so, could you briefly describe some of these early discussions?
6. What were your early impressions of the role? How did you foresee the role working alongside your own?

Relationship with the Guardian (cognitive participation, coherence)

7. Can you briefly describe your relationship with the Guardian? How has your relationship evolved over time? (e.g. has the relationship changed, and what factors were influential in determining the course of the relationship?)
8. Do you think staff are aware of your relationship with the Guardian, and if so, do you think this influences how staff perceive the Guardian?

Understanding of role purpose and remit of role (coherence, sense-making)

9. How do you perceive the Guardian role, and how do you feel the role sits with your own role? (E.g., do you feel it overlaps too much with your role? Does it duplicate work already going on in the trust? Or does it compliment your role?)
10. Has there ever been any tension between the two roles? (e.g. Any crossover or blurring in the remit and boundaries of each of the roles) If so, how was this tension resolved?
11. (if relevant) As someone who may also deal with staff concerns in your trust, are there ever instances where you end up referring someone who has initially come to you, to the Guardian, and what sort of factors influence this decision?
12. Does the Guardian ever signpost concerns to you? If so, what type of cases tend to get signposted to you, and have there ever been instances where you felt this was inappropriate?

Effectiveness

13. Do you feel the Guardian role has had any impact on other routes that staff may use to raise concerns in this trust? Any unintended consequences?

14. Do you think it is possible to connect with those hard to reach staff members who might have important concerns to raise but who feel disconnected from the speaking up pathways?

15. (if relevant) As research shows, concerns raised in NHS organisations can fall on 'deaf ears'? (e.g. senior members of staff ignoring or questioning the legitimacy of concerns). Can you discuss this in relation to your Trust and whether it has improved following the introduction of the Guardian role.

16. (if relevant) If you know of any, can you describe/recall a good case and bad case. What particular events went well/didn't go well and do you have a sense of why this was?

17. Do you think it is possible to get to a point where speaking up in your Trust/the NHS is considered to be the norm? (e.g. individuals no longer facing negative repercussions, such as public humiliation, embarrassment and fear of reprisal following reporting of mistreatment, as a result of speaking up?

Pre-implementation Pre-amble - FTSUGs across England are placed within different areas of an organisation e.g. HR, patient safety, improvement teams etc. Gs also allocated varying amounts of resource e.g. time, budget or administration support for the role.

o   How were concerns managed prior to introduction of the Guardian role? To what extent is the FTSUG replacing or building on pre-existing work?
o   What was the rationale for implementation decisions taken e.g. grade, position within the organisation, time allocated?? Did past events within the organisation influence the implementation and deployment of the Guardian role?
o   Was there sufficient preparation and understanding of the role within the organisation at this pre-implementation or early implementation stage?
o   Hindsight is a great thing but….what are the pros and cons of the implementation decisions taken?

Operationalising the role

Pre-amble – "speaking up" and culture change are relevant issues in all areas and functions of an organisation.

o   Is this a challenge for the FTSUG role?
o   Is there a danger of role/project/mission drift?
o   Are there parts of the role which you are currently not addressing due to lack of time or operational difficulties (lack of engagement by some in the organisation?)
o   Does the organisation/NGO review the role sufficiently?

Changes to role since implementation

Pre-amble - Guardians during our earlier interviews often discussed how the role had grown with little or no related increase in resource (more time for the G role, or an additional G appointment administrative support, media/comms input and/or budget).

o   Do you identify with this?
o   Is there sufficient resource allocated to the role to do the job properly?
o   Have you tried to negotiate more resource (time, budget, support)? Were you successful, or not? Describe the process – how did you manage/feel about this? Did you have the skills for this?
o   Have there been changes in expectations of the role within the organisation and nationally (via the NGO)?

Work stress/pressure/loneliness

Pre-amble – many Guardians have talked about increasing work stress and pressure related to the role. Many described the role as "lonely"

o   Do you identify with this?
o   What causes the most stress?
o   Are organisational and NGO expectations of the role realistic and manageable?
o   Have operational decisions contributed to pressure and stress – e.g. resources allocated to the role, positioning of the role in the organisation, unrealistic expectations?
o   How sustainable is the role as it is currently resourced, supported?