

Towards Inclusion Annual Report July 2019



Every Individual Matters Here

Our aim is to become Effortlessly Inclusive: celebrating diversity and treating everyone as an individual with dignity and respect.

NHS
University Hospitals of
Morecambe Bay
NHS Foundation Trust



FOREWORD

The shift in culture and progress made so far on our journey 'Towards Inclusion' is an example of how a clear vision, ongoing commitment and hard work of colleagues across the Trust can really deliver – resulting in measureable improvements to both patient and colleague experience.

Reading about the progress in year three of our five year Inclusion Strategy I am struck by how inclusion and diversity is becoming threaded through everything we do at the Trust, and by the number of colleagues are involved either directly or indirectly in this work.

I would like to take this opportunity to thank colleagues for their ongoing support, particularly those involved in our Inclusion Networks – involvement in which is voluntary, with additional responsibilities from their core job role. Your honesty about current experiences and passion to improve is making a difference to people across the Bay every day.

I am pleased to see we are starting to work more closely with our Bay Health and Care Partners around this agenda – and am looking forward to this develop further in this, and future years.

As we enter year four of our five year strategy, I am committed to ensuring the work, activity and undertakings set out in the 2019/20 action plans are appropriately supported so that our pace of improvement and change can continue and our aspiration of providing a workplace and services which are effortlessly inclusive can be achieved.

We will become a great place to be cared for and a great place to work for every individual.

A handwritten signature in black ink, appearing to read 'A Cummins', with a stylized flourish at the end.

Aaron Cummins
Chief Executive

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SECTION 1 – INTRODUCTION

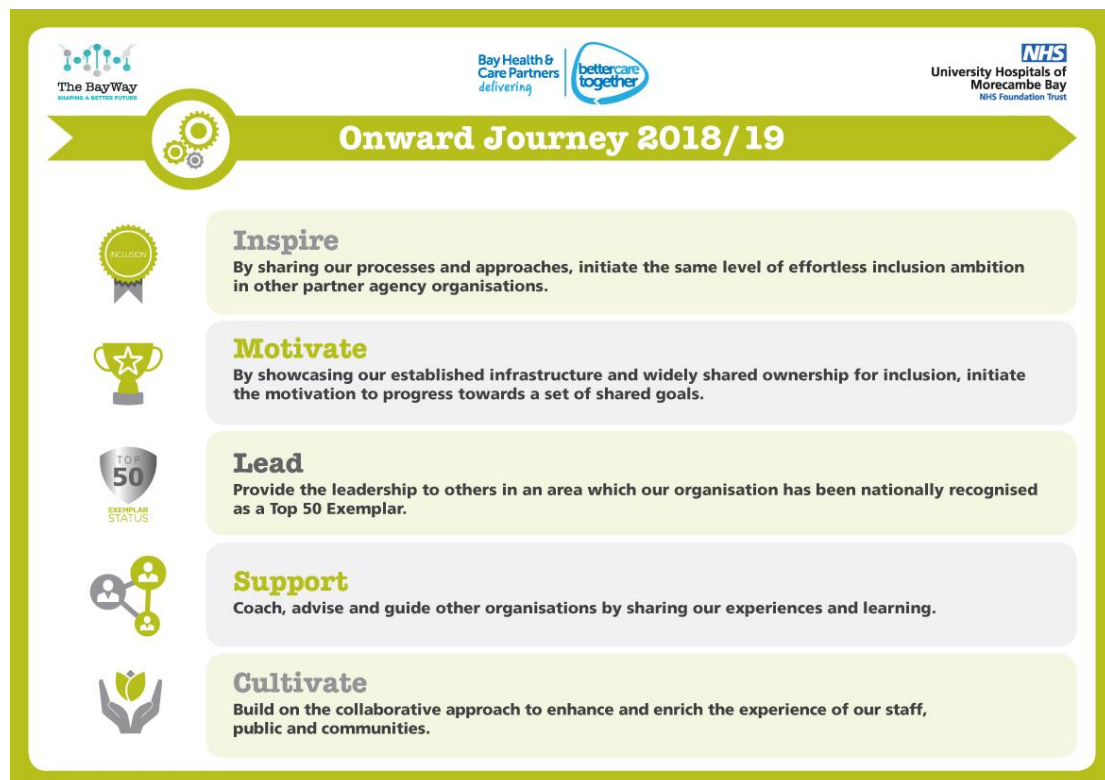
Our Aim is to become 'Effortlessly Inclusive'

1. We want to be the best and believe that being 'Effortlessly Inclusive' is at the heart of how UHMB will be a Great Place to be Cared for; a Great Place to Work.
2. We are working towards becoming a truly inclusive employer and service provider; in creating an environment and culture that celebrates inclusion & diversity, dignity & respect, which values, nurtures, and harnesses difference for the benefit of patients, service users, their families, carers, members of the public and our employees.
3. We are committed to the elimination of discrimination, in reducing health inequalities, promoting equality of opportunity and dignity & respect for all our patients, service users, their families, carers and our staff to ensure that we are a
 - a. **Healthcare Provider of Choice** in treating our patients, service users, their families and carers with care, compassion, and dignity & respect;
 - b. **Employer of Choice** in recruiting, training, developing, nurturing, and retaining the best people;
 - c. **Partner of Choice** for local, regional, and national organisations, together creating innovative and mutually beneficial solutions for all;
 - d. **Buyer of Choice** for suppliers of goods, facilities and services supporting our aims and ambitions;
 - e. **Organisation of Choice** for all our population who are future patients, services users, prospective partners & employees who live and work in our area.
4. In September 2016, the Trust Board approved a five-year Inclusion and Diversity Strategy, which was developed in partnership with the Trust's inclusion networks. This is available here [5 Year Strategy](#). The first 2 years (2016/17 & 2017/18) of the 5 year strategy were extremely positive for UHMBT and demonstrated an unprecedented level commitment and focus on the inclusion agenda. These annual reports are available on the Trust's website [here](#)
5. Year 3 (2018/19) of the 5 year strategy has seen a continued commitment to delivering on the effortlessly inclusive ambitions. Recognition for this progress has been seen, not just in the improvement of a number of metrics relating to colleague experience, but external benchmarking including:
 - a) 7th most inclusive employer in the UK in the Top 50 Inclusive Companies list (November 2018)
 - b) Awarded Silver in the Employers Network for Equality and Inclusion TIDE benchmarking
 - c) Improvement in placement in the Stonewall Equality Index
 - d) One of top scoring Trust's in the HEE regional Equality, Diversity and Inclusion review.

6. Nevertheless, there are a number of areas where the current experience of colleagues and patients falls short of the standard we aim for and the need for improvement is recognised.
7. This report provides a detailed update on the 2018/19 actions, activities and progress.

SECTION 2 – CONTEXT

8. The Trusts inclusion work has a number of perspectives. It can take a service-user/patient focus, a colleague focus, and/or some of the improvement work takes on both a service-user/patient and a colleague focus.
9. As a reminder - the Trust's Equality Objectives for 2016-2021 are:
 - a) To eliminate unlawful discrimination, harassment, and victimisation
 - b) To improve year on year the reported patient experience for protected groups
 - c) To improve year on year the reported employee experience for protected groups
 - d) To reduce health inequalities for protected groups by improving access to all services.
10. To help structure and measure progress of these objectives, they have been mapped to the EDS2 goals and objectives. EDS2 is an NHS developed **toolkit**, designed to support NHS organisations to identify, implement, embed and deliver equality objectives. The results of the UHMBT 2019 EDS2 process are covered in a later section of this report.
11. In July 2018 a number of high level themes were set out to capture the 2018/19 intentions. This chart provides a reminder of those themes.



Year 3 (2018/19) themes

SECTION 3 – SUMMARY OF ACHIEVEMENTS 2018/19

12. This section provides a high level overview of a selection taken from the various activities and events which have taken place during the last 12 months. They have been grouped according to the themes in Chart 1.

13. Inspire

- 4th UHMBT 'Towards Inclusion' conference – theme Levelling the Playing Field
- Significant careers and engagement activity – widening participation
- Disability staff network invited to present to the National NHS Employers Disability Summit
- Invitation to a Strategic Roundtable: NHS and Forces Partnership. Led by Dido Harding, Chair of NHS Improvement
- Presented the UHMBT approach at the NHS Confederation, invited by NHS Employers to share learning from the NHS Equality Partners Programme

14. Motivate

- Links with 3rd and public sector partners through events and networking
- Involvement in the development and national promotion of the new Workforce Disability Equality Standard
- Participant in the NHS WRES Experts Programme (Workforce Race Equality Standard)
- Black History month awareness raising and celebrations
- LGBT History month awareness raising and Pride celebrations

15. Lead

- Forces network represented UHMBT at remembrance parades
- 7th place in the UK Top 50 most inclusive employers (and top NHS organisation)
- Multiple participants in the NHS Leadership Academy Ready Now Programme for the 4th year
- Employers Network for Equality and Inclusion Benchmarking –Silver Award

16. Support

- Inclusive Behaviours training programme
- Bi-monthly network for networks
- Equality and Human Rights week - a week of celebrations and awareness raising
- Stonewall Top 100 – Workplace Equality Index submission
- Children and Young People Youth Forum
- Improvements in equality analysis
- Cumbria Faith and Belief Resource
- Deaf awareness & BSL taster sessions

17. **Cultivate**

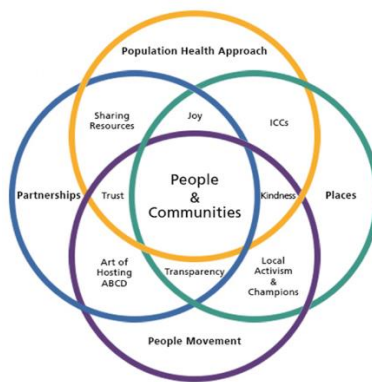
- Structural developments
- Communications & Engagement ongoing programme
- Step into Health & Forces collaborations
- LGBT Bay Wide Partnership
- LBGT Awareness training in partnership with Renaissance
- Opening up UHMB led conferences / learning events to Bay Health and Care Partners

SECTION 4 – PATIENT EXPERIENCE

18. This section focuses primarily on summarising the service element of our Towards Inclusion activity during 2018/19.

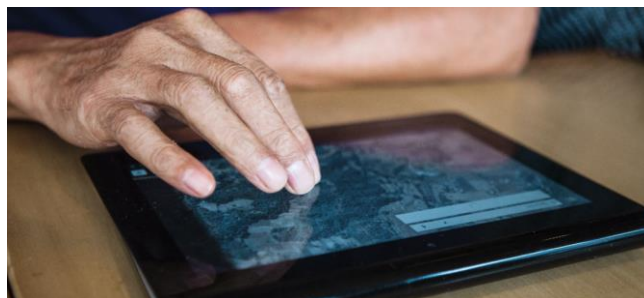
OUR COMMUNITIES

19. We know it is essential to understand population size and characteristics in order to effectively plan and deliver healthcare services healthcare.
20. UHMB aims to deliver safe, inclusive, and effective health services that meet the needs of residents in Ambleside, Askam-in-Furness, Barrow-in-Furness, Carnforth, Dalton-in-Furness, Garstang, Grange-over-Sands, Kendal, Kirkby-in-Furness, Lancaster, Millom, Milnthorpe, Morecambe, Sedbergh, Ulverston and Windermere and the surrounding localities.



The population of the area we serve is approximately 370,000 people. These services include Community services, A&E, Urgent Care Treatment centres, general surgery, maternity, outpatients, therapies and children’s health.

21. In order to deliver high quality inclusive health services, The Trust aims to ensure that people in protected groups can expect and have the same high standards of access, care and patient experience compared to the general population. In this regard, it is recognised that there are many things that influence this that we may not have complete control over, but UHMB is committed to working with the community and partners to improve the care of everyone.
22. The locality has have an aging population, with the number of people over 75 years old increasing. It is estimated that the 65+ population will increase 16% over the next 10 years. Older people often have complex and long-term health problems, such as chronic illnesses and more than one condition (co-morbidities).

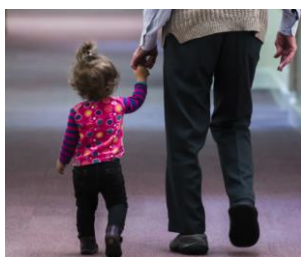


23. This clip shows some of the new model of care and creative community work being undertaken

www.youtube.com/watch?v=pWscSdqAF10&sns=em

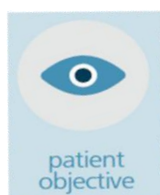
EQUALITY OF ACCESS TO HEALTH

24. The Equality of Access to Health Group - meets bimonthly to support the trust, working towards becoming a truly inclusive employer and service provider; which recognises and values differences, to create a culture and practices that recognise, respect, value and harness differences for the benefits of patients, carers, members of the public and employees.



Over the past year, The Equality of Access to Health Network has helped the trust to review a number of key services including ophthalmology, maternity, health screening, children's, young people and cancer pathways.

25. Service equality objectives have been developed through the Equality of Access to Health Group, which are aligned to the Equality Delivery System goals:



Equality Objective 1	Support people's health needs. Ensure people's health needs are being met in appropriate and effective ways. Monitor usage of health passports.
Equality Objective 2	Educate families & carers to live well. Promote Screening, vaccination and other health promotional services ensuring they reach and benefit all local community.
Equality Objective 3	Review & support pathways of care. Ensure people who transition from one service to another are kept well informed & involved.
Equality Objective 4	Environmental adaptations. Implement systems and support arrangements so that people, carers can readily access The University Hospitals of Morecambe NHS services and buildings.
Equality Objective 5	Further develop digital and Accessible Information Standard involvement & engagement. Create opportunities to use technology to aid involvement & inclusion

	e.g. Interpretation via internet & skype link between healthcare points. Monitor patient Accessible Information Standard compliance.
Equality Objective 6	Developing Partnerships, building connections and supporting stakeholder relationships. Ensure that the Equality of Access to Health network remains an open forum for local partner organisations, networks and individuals to work in a co-productive way with the trust.
Equality Objective 7	Developing Partnerships, building connections and supporting stakeholder relationships. Ensure that the Equality of Access to Health network remains an open forum for local partner organisations, networks and individuals to work in a co-productive way with the trust.
Equality Objective 8	Celebrating Success. Using data and lived experience stories to drive patient and employee experience. Utilise social media, website and other communication routes to showcase our journey and celebrate joint success.

26. Service inclusion strengths include:

- a. UHMB has a clear commitment to Inclusion and Diversity which is described in the Inclusion and Diversity Strategy.
- b. Equality impact and risk assessment (EIRA) process is now embedded in all aspects of the UHMB work and is included as a requirement in all service development, service delivery policies and procedures, project management and PMO processes.
- c. EIRA training and support is available to ensure that colleagues understand the EIRA process and are able to identify when to implement the EIRA process.
- d. The Children and Young People (CYP) team have developed a youth forum to help inform service develop, change and support recruitment tasks.
- e. Promotion of the staff survey and inclusion of equality questions.
- f. Implementation of the **Accessible Information Standard**
The aim of the NHS Accessible Information Standard is to make sure that people who have a disability, impairment or sensory loss receive information that they can access and understand and any communication support that they need.

Hospital Passports increase in numbers

The aim of the hospital passport is to assist people with dementia, autism or learning disabilities to provide hospital staff with important information about them and their health when they are admitted to hospital.

The hospital passport can be completed and kept at home in case of an

emergency admission, deterioration in the individual's health or can be completed prior to a planned admission when it may also be used to aid assessment and planning.

You can download a passport template here <https://www.uhmb.nhs.uk/patients-and-visitors/patients-learning-disabilities-and-complex-needs/>

The NHS friends and family test is an important opportunity for patients to provide feedback on the care and treatment they have received. It is important for us to know what we've done well and equally we want to learn about any aspects of patient experience that we can improve on.

Patients are asked whether they would recommend hospital wards, outpatient departments, maternity services and A&E departments to their friends and family if they needed similar care or Treatment.



You can visit our feedback website directly by using this link to leave your own comments about your hospital experience with us, you can also scanning the QR code above we also have easy read paper feedback forms and text SMS service feedback methods.

You can read our most recent patient feedback results here <https://www.uhmb.nhs.uk/patients-and-visitors/friends-and-family-test/>

HEALTHWATCH CUMBRIA AND LANCASHIRE



27. **Healthwatch Cumbria and Lancashire** was established following the introduction of the Health and Social Care Act in 2012. Healthwatch is the public voice for health and social care and exists to make services work for the people who use them.
28. In early 2018 Healthwatch Cumbria and Healthwatch Lancashire were commissioned by the Better Care Together Programme for Morecambe Bay to work as a Local Healthwatch Collaborative (LHC) to explore people's views on the current challenges facing healthcare services across Morecambe Bay.
29. You can read the outcome reports [here](#).

VOLUNTEERS

30. 2019/20 was once again a very busy, rewarding, and successful year for the Voluntary Services department. Demand for volunteering opportunities has never been higher. Volunteers bring a wealth of experience, time, and commitment to our hospital services. They make a unique contribution to patients, carers, and staff at UHMB. We recognise that volunteers are an essential resource that helps the Trust achieve our vision while supporting and enhancing the patient and public experience and perception of our hospitals.

31. Enquiries and requests continue to come in from a diverse range of people from across Cumbria and Lancashire. The volunteer service currently has 410 registered dedicated volunteers working in over 30 different areas and roles.

32. Comments from our patients:

'It's not always nice being in hospital, when you want to be at home and with your family, but the people here are so friendly. Everyone is lovely. I like having the volunteers like Louise here –it changes the atmosphere in the hospital and helps to break up the day. I don't do that much during the day, although I do look forward to my lunch and afternoon tea, so if they weren't here to have a chat with, and read a book with, I'm not sure how I would spend my time'.

'Volunteers keep us all going while we wait to go home. It takes you out of your environment, when you're chatting to someone, or knitting, or exercising and playing a game in a group, and that's a really good thing. It makes a big difference in lifting your mood'.

'Volunteers are always here and always make you smile and laugh. They don't expect you to make a big effort -you don't have to put on airs or make an effort if you feel tired, you can just be who you are'.

33. In 2018 the Trust reviewed it's current volunteering offering and has recently updated the volunteer policy which considers the changing landscape for both UHMB and the local community and will help partnership journey working with further local voluntary and third sector groups.



Louise Munro receiving the HelpForce volunteers of the year 2018 award



The Royal Voluntary Service celebrates its 80th Birthday



Bay Trust Radio has been broadcasting since 1977, originally for hospitals in Kendal and since they have expanded to broadcast to people across South Cumbria, Morecambe Bay and the Fylde Coast. Volunteers from Bay Trust Radio attended a garden party at Buckingham Palace to collect their Queens Award for Voluntary Service.



2018/19 Patient Experience Key Achievements

Stagecoach has funded internal bus stops at Royal Lancaster Infirmary as part of our Dementia friend environment.

FGH, WGH & RLI all have locally designed memory walls.

Wards and departments have access to sensory equipment via mobile trolleys.



PETS AS THERAPY

Pet Therapy is now available across our hospitals.

A Cumbria version of a Faith, Religion & Belief Booklet was produced in partnership with The South Lakeland Equality and Diversity Partnership.

The aim of the booklet is to help people understand, respect and valuing the diverse communities of The United Kingdom.

The resources have also been used to support our NHS Equality Impact Assessment process.



Cumbria Deaf Association have delivered three British Sign Language taster and deaf awareness sessions



We have developed and implemented a new Learning disabilities logo; this is now live on the patient record – Lorenzo.

We now have a new Equality Impact Assessment (EIA) Form which clearly captures those groups who have been consulted with as part of the assessment.

We now link to individual community group when undertaking EIA.



The Intensive Care Unit at Furness General Hospital now welcomes live musicians.

The ICU-Hear project delivered by the charity Music in Hospitals™ provides specialised live music sessions for critically ill patients.

New Macmillan cancer information hubs are now available at WGH, RLI & FGH.

The hubs are welcoming and colourful and are already making a difference to people with cancer.

2018/19 Patient Experience Key Achievements



We now have 200 Dementia Champions across our hospitals and community services.

We now have:

- 400 Learning Disabilities passports loaded onto Lorenzo.
- 63 Learning Disabilities champions.
- Newly developed Autism implementation group.



Accessible Toilet signs installed reminding people that not all disabilities are visible.

Video interpretation is now available at Furness General Hospital.

Video British Sign Language is now available via a secure App at Furness General Hospital.

Three What Matters to you days took place over the last 12 months; these events engage staff and patients.

A new Chapel Centre opened at Furness General Hospital.



Sight Advice South Lakes now deliver sight awareness training to our staff.

We have Eye Clinic Liaison Officer (ECLO) at RLI, WGH, and FGH supporting people with sight loss and helping to maintain citizen's independence.

Autism Patient Stories are now collected and shared as part of our ongoing service development.

Three What Matters to you days took place over the last 12 months.

Deborah Brownson MBE, our Governor for Learning Disability, Autism and Young People, has kindly donated 30 copies of her book 'He's Not Naughty, a Children's guide to autism'



A new Changing Places facility open in 2019 at Westmorland General Hospital.

SECTION 5 – COLLEAGUE EXPERIENCE

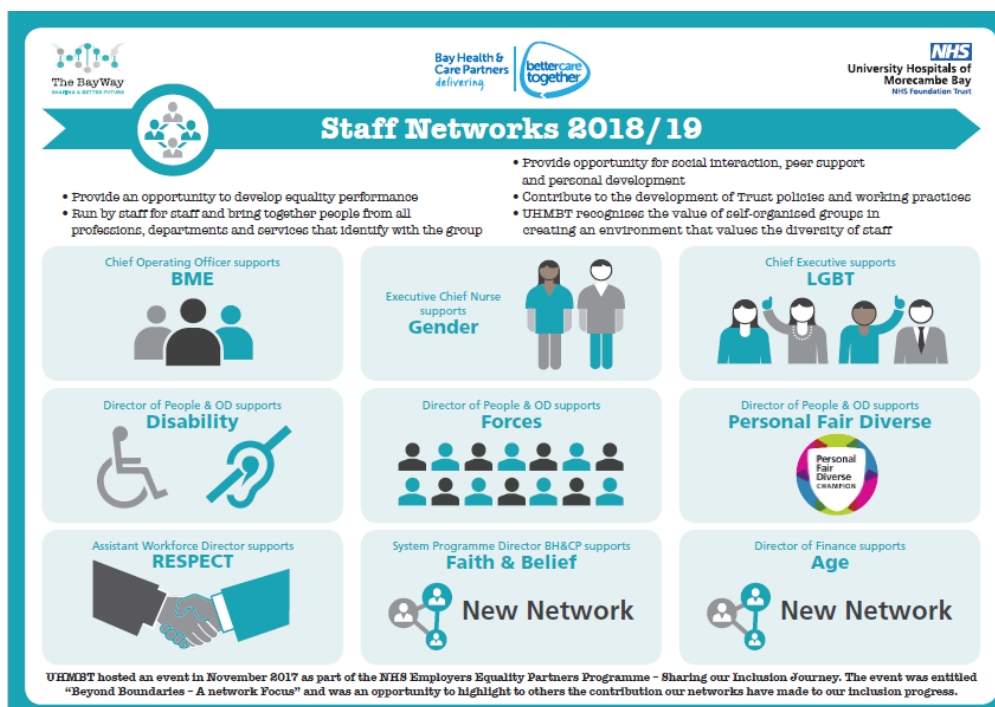
26. Year 3 of the 5 year strategy has been another positive year from a colleague experience perspective. This section provides more detail on the summary achievements highlighted in section 3.

INCLUSIVE BEHAVIOURS PROGRAMME LAUNCH

27. Skills development is a key element of UHMB's Towards Inclusion Strategy. In partnership with CETAD at Lancaster University, the Trust has developed a half day Inclusive Behaviours workshop which enables colleagues to
- a. Understand the relevance inclusion to themselves
 - b. Identify inclusive and non-inclusive behaviour (including case studies developed from the lived experience of UHMBT colleagues)
 - c. Understand how bias and assumptions affect behaviour
 - d. Understand how to support, challenge and escalate behaviour when experienced or witnessed
 - e. Commit to promoting inclusive behaviours
28. 18 colleagues from the Workforce & Organisational Development and Inclusion teams have participated in a Train the Trainer module and so far have delivered 56 workshops involving over 800 colleagues since roll out began in September 2018. Two workshops per week are being delivered most weeks of the year to enable all colleagues to take part over the next five years.
29. Examples of commitments people are making during the workshops include being more proactive in giving feedback, challenging inappropriate behaviours, being more aware of own biases / assumptions / judgements and taking time to consider other people's perspectives.
30. Self-evaluation scores indicating participants understanding of inclusion, personal biases / assumptions and relevance to them in their role consistently increases by end of each workshop. Feedback has been extremely positive with comments such as 'well delivered, clear message in a safe environment, thought provoking'; 'Makes you review how you are perceived'; fantastic workshop, the Trust should be proud to be ensuring all staff attend, learning and practice the content'; Excellent workshop especially using examples and open discussion'.
31. As well as threading inclusive behaviours and leadership themes throughout internal leadership development programmes, a new Inclusive Leadership module is in development for launch in 2019/20.

COLLEAGUE INCLUSION NETWORKS

32. The Trust has a number of inclusion networks, who provide support to colleagues from different groups, as well as working with the corporate inclusion team to drive improvements in colleague and patient experience.



EU COLLEAGUE SUPPORT NETWORK

33. The Trust has established a further Inclusion Network focusing on supporting European Nations colleagues through the Brexit process and the associated changes to their status and right to remain in the UK. Keith Griffiths, Director of Finance is the Executive Lead for the Brexit Network, which is led by Gertie Nic Philib, Deputy Director of Workforce (an EU National herself).
34. The Network aims to support colleagues from the EU through the current period of uncertainty with the Brexit negotiations, by providing advice and support on Settled Status and the implications for colleagues. The Network has met on all three sites and while support is continuing on an individual basis; the meeting will re-commence when there is a national direction on the approach to Brexit.

4TH TOWARDS INCLUSION' CONFERENCE – LEVELLING THE PLAYING FIELD

35. On 14th May 2019, as part of the national NHS Equality and Human Rights week, we hosted our 4th Towards Inclusion' conference which set out to build on the successes and impact of previous years' conferences. Linked to the launch of the NHS Workforce Disability Equality Standard (WDES) the event theme was 'Levelling the Playing Field' - to look at how we work together to ensure that every one is facilitated to access the same opportunities - whatever their abilities.
36. The programme for the day included sessions on the NHS Workforce Disability Equality Standard, and the Trust's Disability Staff Network, who shared their own experiences and presented a film 'the power of our Trust Networks' featuring disability network colleagues, a story from Phil Woodford, the Trust's Associate Director of Corporate Affairs, and guest speaker slots from Sophia Warner – Paralympian track and field athlete and Learning Together North West members – sharing the personal experiences of citizens with learning disabilities and autism accessing our services. Jagtar Singh OBE – Chair of Coventry & Warwickshire

Partnership Trust, Advisor to Asian Fire Service Association, and Chair of Police Audit & Finance led a session on how we level the playing field and challenge our assumptions, beliefs and actions.



37. The event included a ‘Big Conversation’, centred on breaking down barriers and becoming an effortlessly inclusive organisation for both patients and colleagues. A number of improvements have been identified to improve colleague and patient experience, including accessibility of information and accessibility to our premises, developing more inclusive recruitment and induction systems, development and consistency of application of the Learning Disability Passport and improving knowledge and awareness around diversity and inclusion and our inclusion networks.

INVITED TO SHOWCASE THE UHMBT APPROACH

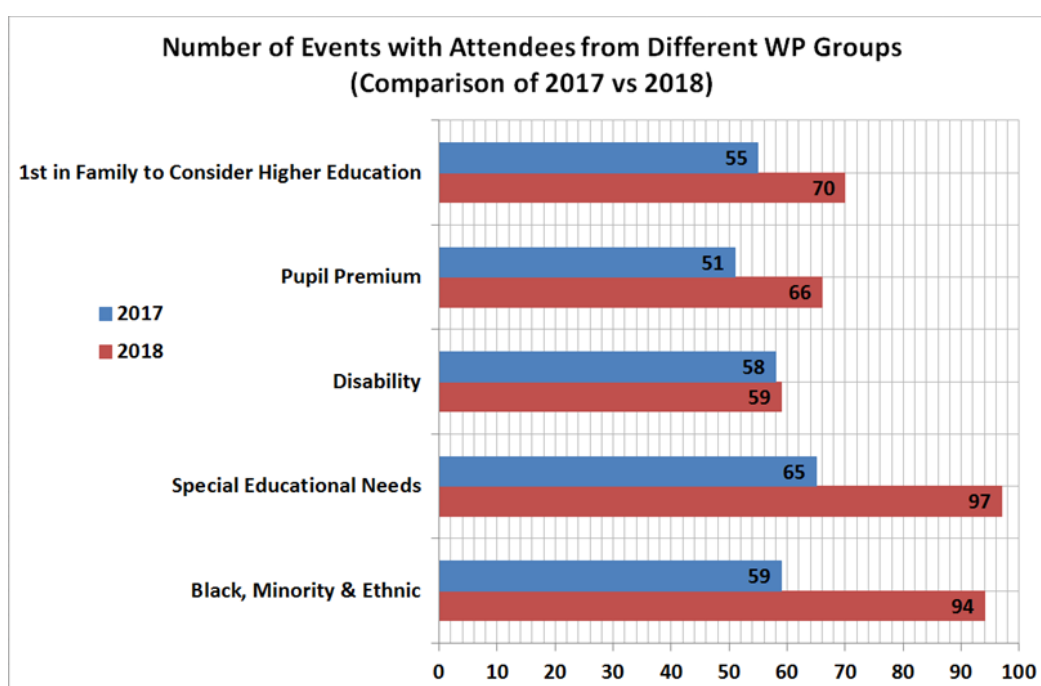
38. In June 2019, UHMB were one of two NHS Trusts invited to present at the **NHS Confederation** as part of an NHS Employers session sharing learning from organisations who have participated in the NHS Employers Equality Partners Programme. This was a fantastic opportunity to share the UHMB journey, approach and learning.
39. In April 2019, members of the Trust’s Disability Staff Network were invited to the NHS Employers Disability Summit to showcase their work highlighting the power of networks. Joining leaders, managers and practitioners they had the opportunity to share best practice and their aspirations for the future of the network. In support of the presentation the network produced a short video which was then shared with Trust colleagues at the Inclusion conference before being made available on the Trust website. The network developed a film for the event which is available at the link below:



www.youtube.com/watch?v=8wpFJJRx6E

CAREERS ENGAGEMENT

40. The Careers & Engagement Team aim to engage with people from 'widening participation' (WP) groups in order to ensure equity of access and opportunity. This can range from engaging with people from different WP groups at the events that the Team support in local communities, to specifically targeting young people and adults in WP groups for events and projects. The graph below displays the number of events at which the Team engaged with people from WP groups in 2017 and 2018. The increase from 2017 to 2018 is predominantly due to the Team being able to attend a much higher number of events in 2018, but is also indicative of an increased focus in the targeting of WP groups, specifically in ethnic minorities and those with special educational needs, as these are groups that are often under-represented in the NHS workforce.



41. The Careers & Engagement Team lead on a number of programmes that are designed to support people into gaining employment or taking up education opportunities within the NHS and wider health sector. These programmes include:
- 5 day placements called 'Insights into Healthcare' weeks for 14-16 year olds
 - Work experience placements for students aged over 16
 - Internships for students aged 16-19
 - Traineeships for 16-24 year olds
 - Pre-employment programmes called a 'Sector Based Work Academy' for unemployed adults
 - NHS Ambassadors programme for current students at College or University
42. In 2017, the Careers & Engagement Team supported 130 participants on these programmes, doubling that number during 2018 (reaching 255) with the development of the HEE-funded Employability programmes, through creation of

the NHS Ambassador project, and by increasing capacity within the team enabling dedicated support to developing Work Experience programmes.

43. The table below provides more information on the number of participants in each programme in 2017 and 2018:

Careers & Engagement Programmes		Number of Participants	
		2017	2018
Work Experience	Placements for Over 16s	107	160
	'Insights into Healthcare' Weeks for Under 16s	15	45
Employability Programmes	Traineeship	0	2
	Internship	4	6
	Supported Internship	0	2
	Sector Based Work Academy	0	27
Ambassadors	NHS Ambassadors	0	4
Return to Practice	Return to Practice Nurses	4	9

44. In particular, the Employability Programmes aim to reduce and remove barriers to employment into the NHS for different groups of people including those with protected characteristics. Through these programmes, the Careers & Engagement Team has supported a number of people with health issues, physical disabilities and learning difficulties on work placements. For example, the Careers & Engagement Team has supported 38 unemployed adults on Sector Based Work Academy programmes; 14 of whom (37%) have disclosed having physical disabilities or learning difficulties.
45. The following Medical Disclosure table shows the numbers of participants on our Employability Programmes in 2017 to 2018 with health issues, disabilities and learning difficulties:

Medical Disclosure	Number of Programme Participants	
	2017	2018
Health Issue	1	10
Disability	0	2
Learning Difficulty	0	12
None Disclosed	129	231

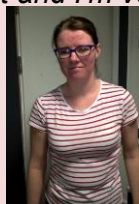
46. A number of these participants are undertaking on-going placements in UHMB, including a Catering student who is deaf from Furness College and two students with learning difficulties on the Supported Internship programme (more details about this in the Case Study below). A 2019 Sector Based Work Academy has recently been launched with a further nine learners, two of whom have disclosed physical disabilities and learning difficulties including cerebral palsy and autism.

Case Study: Supported Internship Programme

In May 2018, the Careers & Engagement Team were approached by Brian Evans (Lead Nurse for Learning Disabilities, Autism and Complex Needs) and Dianne Smith (Matron for Dementia) to design a programme which would upskill young people with learning difficulties and give them the opportunity to gain work experience within the hospitals at UHMB. The first of its kind locally in the NHS, this programme has been developed in conjunction with the Right2Work team at the Oaklea Trust. The Supported Internship programme is a DfE approved scheme for young adults aged between 16 and 24 years with an Educational Health Care Plan. The aim - to offer a 'hands on' approach and to support each learner to integrate into the world of work.

Two students, Rachel and Danielle, started their Supported Internships in November 2018.

Rachel is 22 years old and has difficulties with communication and processing information. She has started her placement in the Theatres and Day Surgery Wards at FGH, where she has been learning how to complete tasks such as serve patient meals, make beds, and support patients in recovery bays. At the end of her first week, Rachel said *"It has been really good. I have lots of information to think about and I'm very tired but I can't wait until next week"*.



Danielle is 20 years old and has Autism and high anxiety. She has commenced her Supported Internship on the Children's Ward at FGH, where she has been learning how to change beds, restock laundry bags, and clean and prepare the parents' room. At the end of her first week, Danielle said *"It's been great! I enjoyed being in the play room with the kids and I have learned how to make the beds properly"*.



Each learner is supported by a mentor from the Oaklea Trust throughout the placement which runs over an academic year. Over the course of the year, the support from the Mentor is reduced so that the learners develop independence and confidence in their own abilities. At the end of their placement, the Careers & Engagement Team will provide support to the learners to apply for any suitable roles across the Health and Care economy.

This pilot scheme is going very positively so far, and it is hoped that the Careers & Engagement Team would be able to continue working with the Oaklea Trust, Brian Evans and Dianne Smith in the future in order to offer similar opportunities for other young people with learning difficulties across the Bay area. The aim is not only to support young people to fulfil their potential but also to reduce costs to the Trust accrued through the use of Agency workers or Bank staff by filling recruitment gaps with local young people.

Claire Round (Learning Mentor at the Oaklea Trust) has said: *"We are really excited to be working with you. It has been such a positive journey and these two young ladies are really keen to work within the care industry; thanks to you and Vicky, we are all able to give them this chance."*

PILOT SITE NHS WDES (WORKFORCE DISABILITY EQUALITY STANDARD)

47. Through 2018/19 UHMBT continued to support and advise on the development of a national standard for disability inclusion ahead of its launch in April 2019. Both UHMB's Executive Director for People and OD (David Wilkinson) and the Disability Staff Network Chair (Sally Fenton) have been involved in this national strategy development. In addition to participating in the national steering group, David Wilkinson has also been involved in the communications roll out for the new standard which has involved presenting at numerous events across the country in partnership with NHS Employers.

SUPPORTING THE FORCES COMMUNITY

48. The Forces Network has made great progress in 2018/19. Visibility and presence across the organisation has helped to raised awareness and promote the support for both colleagues and patients – involved in the forces both past and present.
49. In November the Forces Network achieved Employer Recognition Scheme (ERS) Silver accreditation. The award recognises that UHMB has demonstrated support for Service personnel, including employing members of the Armed Forces community, and that it shows flexibility towards training and mobilisation commitments for Reservists who use their additional military skills to enhance patient care. Work has now begun in preparation for the ERS Gold accolade.



EMPLOYER RECOGNITION SCHEME

SILVER AWARD WINNER 2018

Proudly supporting those who serve.



50. One of three handpicked Trusts to have worked closely with NHS Employers offering continued support to the Reserves, UHMB was invited to a **NHS & Military Reserves Strategic Roundtable**, chaired by Dido Harding (NHS Improvement) to share UHMB's journey and approach and to participate in discussions to build on this partnership and identify improvements to be fed into the NHS Long Term plan.
51. Working collaboratively with third sector organisations, GP Practices, clinical and management teams the Forces network is putting in place a project plan to enable us to achieve **Veteran Aware Hospital Accreditation status** to support the Armed Forces community in accessing the appropriate care and ensure they are not disadvantaged.
52. To learn more about the mutual benefits to the NHS and Reservists of working together, in June 2019, Joann Morse (Director of Nursing) travelled to Germany as part of a team of NHS employers to meet Army reservists and regular UK and US

medical personnel on **Exercise Saber Guardian**. This is a joint exercise with regular and reservist UK and US medics where two field hospitals were deployed

53. At the event, Roz McMeeking (UHMBT colleague and Reservist) was awarded the prestigious **Glover Prize** (given yearly to a reservist nurse) in recognition of her role in the development of the forces network and partnership working with the Trust and the Medical Reserves and also the governance and quality improvement work carried out in her reserves role.



2018/19 Colleague Experience Key Achievements

Improved accessibility for colleagues with a disability

- Eye level reading rulers (UHMBT charity supported)
- Improved physical access
- Mental Health First Aider team



Workforce Race Equality Standard (WRES) Expert completed training and advising on improvement



LGBT Awareness Training
Cumbria Pride
Lancaster Pride
LGBT History Month
LGBT Bay Health Partnership
Potential recruit / new starter contacts

Inclusive Behaviours Workshop roll out



Armed Forces Covenant Silver accreditation



Inclusive Recruitment project development

Careers Engagement activity – widening participation programme

Leonard Cheshire Change 100 Internship – first UHMBT intern commenced



Equality and Human Rights Week 2019

- Walk a mile in my shoes
- EU food (restaurants)
- Conference
- International Food Fayre
- Film Club
- Inclusion information stations
- 'Removing Barriers' board game session



NHS Leadership Academy Ready Now Programme – further UHMB participants



BME Network Listening Project

- Focus on bullying, harassment and incivility
- Wider engagement from all staff groups

UHMB Bullying and Harassment Joint Working Party

- Engagement with BME, LGBT and Disability networks

Understanding the experiences of pregnant women and new parents project in partnership with the Maternity Voices Partnership, Workforce & Midwifery Services

7 in the Inclusive Top 50 Companies 2018 list

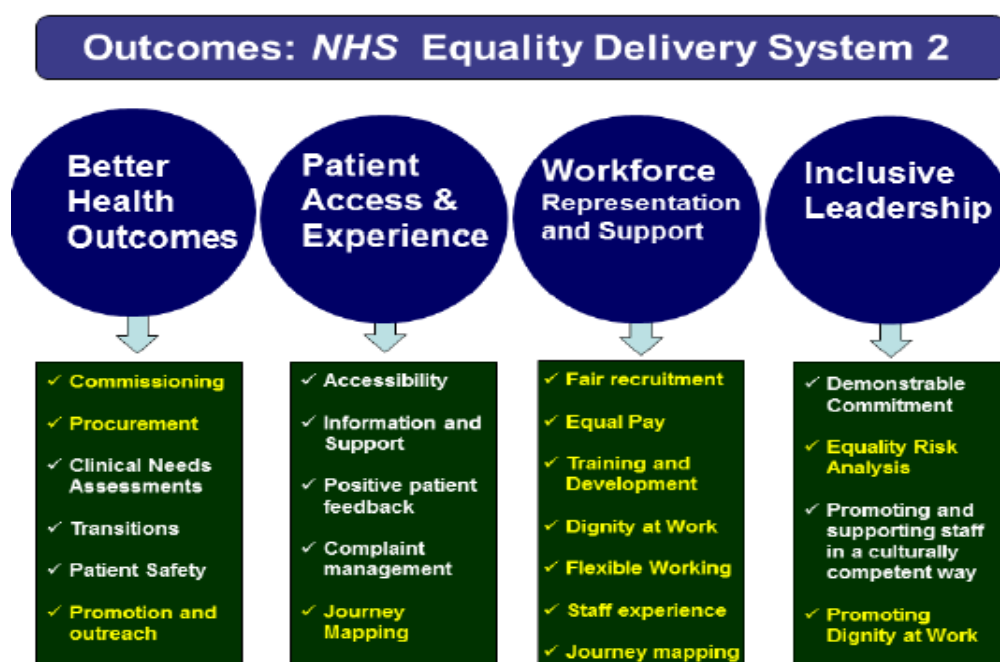
Silver ENEI Benchmarking

Improvement in Stonewall Equality Index Position

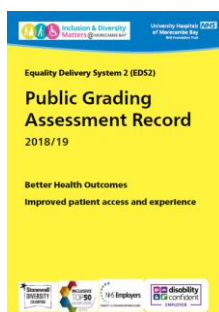
SECTION 6 – METRICS AND MEASURES

EQUALITY DELIVERY SYSTEM AND 2018/19 RESULTS

54. The Equality Delivery System 2 (EDS2) framework is a national tool developed for the NHS by the NHS to aid the delivery of personal, fair, and diverse services. The EDS2 is a quality improvement driver for staff and patient services. It plays an important role in helping us to evidence work to demonstrate compliance with our statutory Public-Sector Equality Duty (PSED) - Equality Act (2010) which expanded to cover 9 protected characteristics. EDS2 focuses on these group .The framework is mapped to CQC regulations, the NHS Constitution, and the NHS outcomes framework. EDS2 consists of 4 goals and 18 outcomes which provide the focus for progression across the equality and diversity agenda.



55. The EDS2 is not a self-assessment process. It is an assessment of performance undertaken by citizens, patients, service users, public, governors, volunteers, and staff.



The Equality Delivery System (EDS) grading assessment for 2018/2019 was carried out by the UHMB in Between March 19 and May 19. Grading took place over a number of events and using many online communication and engagement platforms.

56. The 2018/19 EDS2 public grading assessment focussed on the following goals.

Service goals	2016/17	2017/18	2018/19
Goal 1a - Services are commissioned, procured, designed and delivered to meet the health needs of local communities			
Goal 1c - Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed			
Goal 2a - People, carers and communities can readily access hospitals and should not be denied access on unreasonable grounds.			
Goal 2b - People are informed and supported to be as involved as they wish to be in decisions about their care.			
Goal 2c - People report positive experiences of The University Hospitals of Morecambe Bay NHS Foundation Trust NHS?			
Goal 3a Fair recruitment and selection processes lead to a more representative workforce at all levels			
Goal 3e Flexible working options are available to all staff consistently with the needs of the service and the way people lead their lives			
Goal 4c Do Managers and other line Managers support their staff to work in culturally competent ways within a work environment free from discrimination			

Key

Underdeveloped	Developing	Achieving	Excelling

57. It should be noted that whilst there has been deterioration in grading score for Goals 3a and 4c, these were selected for grading this year by the Inclusion and Diversity Steering Group as these are known areas identified for development based on other qualitative and quantitative data sources. The Trust is implementing an Inclusive Recruitment programme to address Goal 3a and a number of the improvements implemented in 2018/19 and proposed for 2019/20 seek to address Goal 4c including the Inclusive Behaviours and Inclusive Leadership development programmes.

WORKFORCE RACE EQUALITY SCHEME (WRES)

58. The data in the following table shows the results of the WRES metrics which UHMB utilises each year as a mechanism for monitoring the experience of BME staff as against white staff. The metrics are set by a national requirement which is mandated to all NHS organisations in England. Appendix A details the full metrics and action plan for 2019/20.

Non Clinical	% BME Staff	Clinical	% BME Staff
Band 1	3.44%	Band 1	0.00%
Band 2	1.49%	Band 2	2.99%
Band 3	0.41%	Band 3	4.24%
Band 4	1.07%	Band 4	2.53%
Band 5	2.11%	Band 5	8.81%
Band 6	0.93%	Band 6	3.36%
Band 7	2.33%	Band 7	1.81%
Band 8A	1.41%	Band 8A	2.48%
Band 8B	2.94%	Band 8B	0.00%
Band 8C	4.55%	Band 8C	12.50%
Band 8D	0.00%	Band 9	100.00%
Band 9	0.00%	Medical	34.08%
VSM	18.18%	VSM	0.00%
Grand Total	1.64%	Grand Total	7.95%

Total Workforce 6.00 BME%

Indicator 1 - Percentage of staff in each of the AfC bands 1-9 and VSM (including executive board members) compared with staff in overall workforce

Ethnic Origin	BME	White	Not Stated	Total
No. of Shortlisted Applicants	412	2789	52	3253
No. of Appointed Applicants	34	220	20	274
Relative Likelihood of shortlisting/appointed:	0.08	0.08	0.38	0.08

Indicator 2 - Relative Likelihood of White staff being appointed from shortlisting compared to BME staff is (0.08/0.08) which is therefore exactly the same

2 year rolling average for period 2017/18 and 2018/19
BME staff are 0.56 times less likely to enter formal disciplinary investigation.

Indicator 3 - Relative Likelihood of BME staff entering the formal disciplinary process compared to White is 0.56 times less

Ethnic Origin	BME	White	Not Stated	Total
No. Staff in workplace	403	5638	671	6712
No. Staff accessing NMT & CPD	105	1625	83	1813
Relative Likelihood of staff accessing NMT & CPD	0.26	0.29	0.12	0.27

Indicator 4 - Relative Likelihood of White staff accessing NMT & CPD compared to BME staff is (0.29/0.26) which is therefore 1.12 times greater

Ethnic Origin	White	BME
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	25.30%	28.90%
Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	28.20%	34.90%
Percentage believing that trust provides equal opportunities for career progression or promotion	86.40%	74.50%
In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	6.50%	17.60%

Indicators 5 – 8

16.67% BME representation of Board voting membership
% difference BME between Board voting members and overall workforce is 10.66%.

Indicator 9 Percentage difference between the Board's voting membership and its overall workforce

59. In spring 2019 the national WRES team published national benchmarking data, following which the Trust undertook benchmarking of local data in partnership with the BME network and UHMB's WRES Expert. This was presented to Trust Board in March highlighting the one area where UHMB is an outlier nationally – in relation to colleagues experiencing bullying, harassment or abuse at work. This

has been as a key area of focus for improvement with a number of actions agreed to address this issue, detailed in the full standard in Appendix A.

WORKFORCE DISABILITY EQUALITY STANDARD (WDES)

60. The data in the following table shows the results of the new national WDES metrics as a mechanism for monitoring the experience of staff with a disability. UHMB has published a metrics as part of a local standard for the previous 3 years, some of which continue to be monitored through this new scheme. The metrics are set by a national requirement which is mandated to all NHS organisations in England. Appendix B details the full metrics and action plan for 2019/20

Non Clinical	% Disability	Clinical	% Disability
Band 1	4.47%	Band 1	0.00%
Band 2	3.18%	Band 2	2.99%
Band 3	2.87%	Band 3	1.85%
Band 4	2.50%	Band 4	1.90%
Band 5	3.16%	Band 5	2.88%
Band 6	0.93%	Band 6	2.62%
Band 7	3.49%	Band 7	2.61%
Band 8A	1.41%	Band 8A	0.62%
Band 8B	0.00%	Band 8B	0.00%
Band 8C	0.00%	Band 8C	12.50%
Band 8D	0.00%	Band 9	0.00%
Band 9	25.00%	Medical	0.20%
VSM	9.09%	VSM	0.00%
Grand Total	3.00%	Grand Total	2.30%

Total Workforce 2.52%

Indicator 1 - Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce

Disability	Yes	No	Not Stated & I do not wish to disclose	Total
No. of Shortlisted Applicants	181	3006	66	3253
No. of Appointed Applicants	12	241	21	274
Relative Likelihood of shortlisting/appointed	0.07	0.08	0.32	0.08

Indicator 2 - Relative likelihood of staff with no disability being appointed from shortlisting compared to staff with a disability is 0.08/0.07 which is therefore 1.14 times greater (staff with a disability less likely)

Indicator 3 - Likelihood of disabled staff compared to non-disabled entering the formal capability process compared to Non - Disabled Staff is (0.000/0.000) which is therefore 0.00 times greater

2018 Staff Survey		Disabled	Non-disabled
Staff who have experienced at least 1 incident of harassment, bullying or abuse in the last 12 months			
By patients/service users/ their relatives/ public		28.30%	24.90%
By Managers		20.10%	12.50%
By colleagues		30.20%	20.80%
Percentage of staff saying they, or a colleague, reported their last incident of harassment, bullying or abuse.		52.20%	47.80%
Percentage of staff who believe the organisation provides equal ops for career progression or promotion		81.30%	86.60%
Staff who have felt pressure from their line manager to come to work despite not feeling well enough.		27.00%	18.30%
Percentage of staff satisfied with the extent to which the organisation values their work.		45.10%	51.50%
Percentage of staff with a disability who said the organisation has made adequate adjustments to enable them to carry out work.		73.40%	NA
Staff Engagement Score (organisational average 7.1)		6.8	7.2

Indicators 4 – 9

Disabled 8.33%- representation of Board voting membership (2.53% overall workforce)
% difference BME between Board voting members and overall workforce is 5.8%.

Indicator 10 Percentage difference between the Board's voting membership and its overall workforce

GENDER PAY REPORTING

61. This is the third year of Gender Pay Reporting, a national requirement for all large organisations. The full report including the full breakdown, analysis and action plan is detailed in Appendix C. A summary of the current position is provided below.

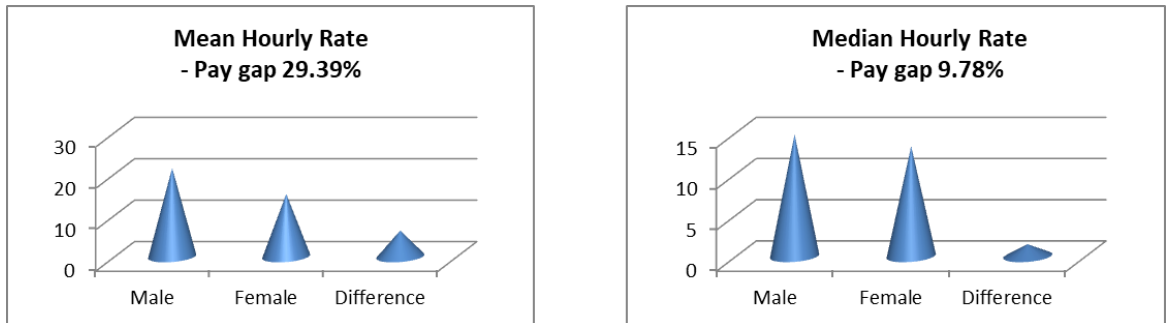


Chart 1. Average hourly rate and median hourly rate by gender – the pay gap is how much less women are paid across the whole Trust

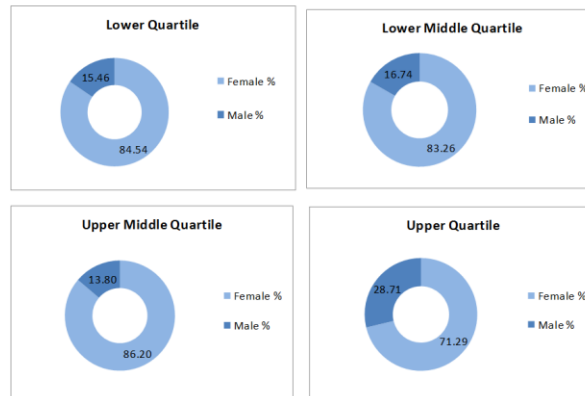


Chart 2. Proportion of male and female colleagues in each pay quartile

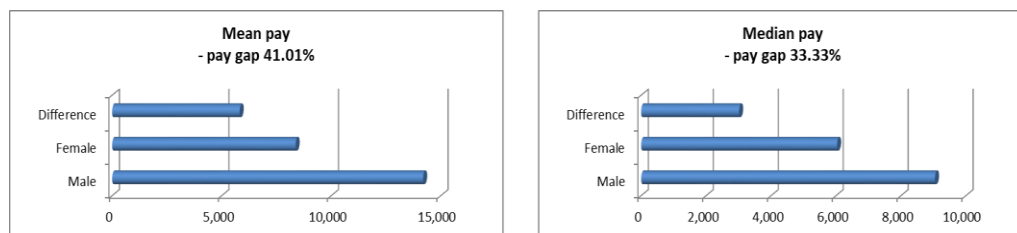


Chart 4. Bonus (CEA) in the period to 31st March 2019

UHMBT WORKFORCE SEXUAL ORIENTATION EQUALITY STANDARD

62. The following tables have adopted the same approach as with the WDES and WRES above, where the data has been available. Further metrics and the LGBT action plan is held in Appendix D.

Non Clinical	%	Clinical	%
Band 1	0.69%	Band 1	0.00%
Band 2	0.64%	Band 2	1.58%
Band 3	1.44%	Band 3	1.29%
Band 4	0.71%	Band 4	1.27%
Band 5	1.05%	Band 5	1.52%
Band 6	2.80%	Band 6	1.26%
Band 7	1.16%	Band 7	0.60%
Band 8A	4.23%	Band 8A	2.48%
Band 8B	2.94%	Band 8B	0.00%
Band 8C	0.00%	Band 8C	0.00%
Band 8D	0.00%	Band 9	0.00%
Band 9	0.00%	Medical	0.20%
VSM	0.00%	VSM	0.00%
Grand Total	1.16%	Grand Total	1.23%

Total LGB Workforce = 1.21%

Indicator 1 - Percentage of LGB staff in each of the AfC bands 1-9 and VSM (including executive board members) compared with staff in overall workforce

Sexual Orientation	LGBT	Heterosexual	Not Stated & I do not wish to disclose	Total
No. of Shortlisted Applicants	91	3020	142	3253
No. of Appointed Applicants	9	232	33	274
Relative Likelihood of shortlisting/appointed:	0.10	0.08	0.23	0.08

Indicator 2 - Relative likelihood of Heterosexual staff being appointed from shortlisting compared to LGBT Staff is (0.08/0.10) which is therefore 0.80 times less likely

Rolling 2 year period: Relative Likelihood of heterosexual staff entering the formal disciplinary process compared to LGBT Staff is (0.005/0.000)

Indicator 3 - Relative Likelihood of heterosexual staff entering the formal disciplinary process compared to LGBT Staff is (0.000/0.005) which is therefore 0.0 times greater

Sexual Orientation	LGBT	Heterosexual	Not stated	Total
No. Staff in workplace	81	3906	2725	6712
No. Staff accessing NMT & CPD	43	1121	649	1813
Relative Likelihood of staff accessing NMT & CPD	0.53	0.29	0.24	0.27

Indicator 4 - Relative Likelihood of Heterosexual staff accessing NMT & CPD compared to LGBT staff is (0.29/0.53) which is therefore 0.55 times less likely

LGB 0% - representation of Board voting membership.

Indicator 9 - Percentage difference between the Board's voting membership and its overall workforce

- 63. Each year the Trust publishes a full set of workforce and service monitoring information. These reports can be found in Appendix E and F.
- 64. Section 7 details the plans for 2018/19 which will be in part the response to the data in this section.

SECTION 7 – PLANS FOR 2018/19

65. Whilst the report has provided an update on many of the activities and actions that have taken place in 2018/19, attached in Appendix G is the full 2018/19 action plan which has been colour coded using red amber green to reflect progress and delivery.
66. Attached at Appendix H are the plans for 2019/20 in a more detailed table format. However, key intentions for 2019/20 are as follows:
- a. Continued roll out of the Inclusive Behaviours Programme
 - b. Launch of an Inclusive Leadership Module for senior leaders
 - c. Involvement from inclusion networks in the Trust wide approach to eradicating bullying, harassment and incivility with a particular focus on the experience of BME, disabled and LGBT colleagues
 - d. Consolidate local Public Sector Partner networking and partnership working
 - e. Deliver Towards Inclusion Conference 5 – as part of Equality and Human Rights week in May 2020
 - f. Delivery of an Inclusive Recruitment improvement programme
 - g. Launch of a new network for colleagues with caring responsibilities to support and improve the working lives of Carers
67. A number of inclusion network specific actions are included in 2019/20 action plan in Appendix H with the following key priorities:
68. **BME Network**
- a. Priority focus: addressing bullying and harassment
 - b. Implement learning from the WRES Experts Programme
 - c. Black History Month awareness raising and celebrations
 - d. Reverse Mentoring Programme roll out
 - e. Widening participation in the BME network for all staff groups
 - f. Developing the skills of BME colleagues to encourage early discussion when there is perception of an issue
69. **LGBT Network**
- a. Improving the confidence of applicants and colleagues to declare their sexual orientation – awareness raising campaign
 - b. Roll out of the national Rainbow badge campaign (locally defined approach)
 - c. Delivery of LGBT Awareness Workshops
 - d. Internal and external celebration and promotion of LGBT issues
 - e. Development of the LGBT Bay Health Partnership

70. **Disability Network**

- a. Launch of Disability Leave Policy
- b. Launch of Disability Passport for colleagues
- c. Increasing declaration of disability status – communication and engagement campaign
- d. Leonard Cheshire Change 100 programme (internship)
- e. Delivery of programme of education and awareness raising linked to the WDES
- f. Careers & Engagement – supporting increased employment for people with differing abilities
- g. Support and progress the actions to achieve Disability Leader status

71. **Gender Network**

- a. Further improvement of the CEA application process and outcome by gender, in partnership with the Gender Equality Network including
 - i. Participation in a national project evaluating the Clinical Excellence Awards, and how they may relate to the Gender Pay Gap in medicine
 - ii. Internal campaign to encourage female doctors to apply for CEAs
- b. Improving the working lives of pregnant women and new parents: responding to the findings from the Spring 2019 colleague experience survey
- c. Developing a culture of flexible working
- d. Improving support for people coming back into work following periods of time out
- e. Men in Nursing campaign

72. **Forces Network**

- a. Veteran Aware Hospital accreditation submission
- b. Further development of the Forces network and related activities both internally and externally
- c. Introduce information sessions/material for clinical teams regarding benefits of employing reservist
- d. Awareness Raising campaigns including Military March, Reserves Day, Armed Forces Day, Remembrance Day

73. **Equality of Access to Health (EOATH) Network**

- a. The network's vision for 2019/20 is for health services to meet the needs of local citizens and patients are able to access information and are engaged with making decisions. The continuing development of health services,

provider and third sector organisations will help improve Health, Care and Wellbeing for people living across North Lancashire and South Cumbria. Actions include:

- i. Focussed actions to address service clinical priority areas of mental health, dementia, autism and learning disabilities
 - ii. Implementation of the Sexual Orientation Monitoring Information Standard
 - iii. Roll out online video interpretation services in hospital and in our community services
 - iv. Improving equality analysis
 - v. Introduction of the Equality Delivery System 3
 - vi. Celebrating and sharing success
- b. This work is involving significant engagement with a wide range of patient groups and local people to shape and improve healthcare locally. UHMB are committed to reducing health inequalities, eliminating discrimination and promoting equality and human rights.
- c. This work is involving significant engagement with a wide range of patient groups and local people to shape and improve healthcare locally. UHMB are committed to reducing health inequalities, eliminating discrimination and promoting equality and human rights.



Extract from the CQC report dated May 2019

The trust works with patients, staff, and the public and local organisations to plan and manage appropriate services. Patient engagement was particularly strong.

https://www.cqc.org.uk/sites/default/files/new_reports/AAAH9014.pdf

SECTION 8 – FINAL WORD

74. This report documents a comprehensive collation of a range of actions and initiatives which have taken place over year three of the five year Towards Inclusion strategy. There is a clear and demonstrable growing interest and appetite for staff to get involved in making a contribution and a difference to the inclusivity of our services and employment.
75. Whilst it is important to acknowledge all the good work which has been delivered, it is equally important to recognise that the Trust is only part way on its journey. The Trust continues to have challenges – with some metrics around experience not yet shifting and it is essential that we make the most of the opportunity to work in partnership with colleagues to address areas for improvement highlighted in both quantitative and qualitative feedback.
76. One of the main priority areas of focus for 2018/19 and beyond must be the firm commitment to addressing any negative experiences of bullying, harassment, abuse or discrimination faced by UHMB colleagues.
77. We enter year four of the five year strategy, confident the Trust will achieve all it set out to in 2016 – on its journey towards becoming a Great Place to be Cared For; Great Place to Work for every individual.

APPENDICES

Appendix A	Workforce Race Equality Standard
Appendix B	Workforce Disability Equality Standard
Appendix C	Gender Pay Report
Appendix D	Workforce Sexual Orientation Equality Standard
Appendix E	Workforce Monitoring Report
Appendix F	Service Monitoring Report
Appendix G	Full Action Plan 2018/19
Appendix H	Full Action Plan 2019/20