

Towards Inclusion

Inclusion and Diversity 2015/16 Annual Report



University Hospitals of Morecambe Bay NHS Foundation Trust
Inclusion and Diversity
Annual Report
July 2016

INTRODUCTION

1. At University Hospitals of Morecambe Bay NHS Foundation Trust (UHMB), we believe that the provision of equality of opportunity to patients, their families and carers, and staff is fundamental to ensuring that our hospitals are a Great Place to be Cared For; Great Place to Work.
2. The Trust is committed to its statutory and regulatory responsibilities, including utilisation of the Equality Delivery System 2 (EDS2), now a requirement in the NHS contract, and meeting the requirements of the Public Sector Equality Duty (PSED) and the Workforce Race Equality Standard (WRES). The Trust has systems in place to ensure compliance with equality legislation, and to address unfair discrimination experienced by members of protected groups as defined by the Equality Act 2010.
3. In addition to these minimum requirements, the Trust's aspires to 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.
4. The Trust's aim is to become 'effortlessly inclusive', and to consider and value all views in shaping both patient and employee experience.
5. Our vision:
 - a) People will want to access our services for care and treatment. The experience of patients and their families and carers will be positive, with equal access for everybody.
 - b) To employ a workforce that is drawn from the breadth of society we care for, that gains strength from that society's range of knowledge, experience and talent and that welcomes, respects and values the unique contribution of every Individual
 - c) People will want to join and remain at our organisation as staff because we allow them to make their distinctive contributions and achieve their full potential. We do not tolerate any form of intimidation, humiliation, harassment, bullying or abuse and will ensure each individual is treated fairly, with dignity and respect.
 - d) To break down all barriers of discrimination, prejudice, fear or misunderstanding.

TEAM INCLUSION

6. 2015/16 has been a year in which the Inclusion and Diversity agenda at UHMB has seen unprecedented focus at all levels of our organisation.
7. With a relatively new leadership team in place, working with staff across our organisation, our journey so far has received national recognition:

- a) NHS Employers 'Inclusive Team of the Year',
- b) One of our team receiving a highly commended NHS Employers 'Inclusive Leader' award
- c) A finalist at the HealthCare People Management Awards (HPMA) in the 'Courage to Manage' Category
- d) Shortlisted for a CIPD People Management Award for Diversity and Inclusion.

NHS EMPLOYERS EQUALITY PARTNER PROGRAMME

- 8. The Trust was hugely privileged to have been selected as one of NHS Employers Equality and Diversity Partners for 2015/16. This has been a fantastic opportunity to work with NHS employers, other partners, as well as national stakeholders such as the Leadership Academy and NHS England to support us to embed and integrate Inclusion and Diversity into the culture and structure at UHMB, and for us to be involved in system wide efforts to improve Inclusion and Diversity across the NHS.
- 9. The Trust has been accepted onto the 2016/17 programme, which is fantastic news for the organisation. The Trust will continue Partner Programme to fully develop and refine our Inclusion and Diversity Strategy to create one that is far reaching and enables real culture change.

EQUALITY OBJECTIVES

- 10. The Trust's Equality Objectives for 2015-2019 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.
- 11. These objectives have been mapped to the EDS2 Goals and Objectives. Striving to achieve these equality objectives should enable to the Trust to significantly improve its EDS2 performance – with aspirations to become as a minimum 'Achieving' in all areas within four years.

ENGAGEMENT TO IMPROVE EMPLOYEE AND PATIENT EXPERIENCE

- 12. The Trust has developed its systems for systematically engage with stakeholders, local organisations that support people with protected characteristics, the general public, staff and members of staff side to inform the development and improvement of employee and patient experience for different groups.
- 13. During 2015/16 number of external engagement events were held to listen to our local communities and use their feedback to improve our services. Sessions have also been held to showcase some of the patient experience projects which the Trust is currently engaged in and feedback directly about the actions taken in response to feedback. Those who attended the sessions said that they were impressed with the progress we had made so far and very pleased that the Trust had acted on their initial concerns.
- 14. The Trust's Equality of Access to Health Group is a forum open to stakeholders internally and externally to get involved in I & D improvement activity on a regular basis. The Terms of reference have been updated in 2015/16 to meet the EDS2 criteria. This group takes

responsibility for monitoring and developing the EDS - and each year reviews the Equality priorities to ensure they are focused on advancing equality between equality groups - for service users, staff and anyone who comes into contact with our services.

15. Employee Inclusion and Diversity is a standard agenda item at the Trust's Joint Working Group, with updates provided on a monthly basis on progress. This has been agreed as the Trust's formal committee for feedback and involvement from staff side and staff on Inclusion and Diversity.
16. The Workforce Assurance Committee and Trust Board receive regular updates regarding Inclusion and Diversity.
17. The Trust is proactively utilising internal communication and engagement methods, such as Weekly News, Social Media and formal and informal Trust cascade processes to raise awareness of and communicate developments to staff across the organisation.
18. The Trust is actively working to ensure the NHS Value of 'Everybody Counts' is part of how we do things in Morecambe Bay. One of the first Trusts' to appoint a Freedom to Speak Up Guardian, the Trust has a number of RESPECT Champions, to support staff experiencing dignity and respect at work issues.
19. The Trust has three inclusion networks which it is committed to supporting: LGBT (supported by Lancashire LGBT), Disability and BME (supported by the British Association of Physicians of Indian Origin). Each network now has an executive sponsor to support, and enable the networks to make change to improve employee and patient experience.
20. As well as exploring current workforce metrics, and developing, in partnership with the Trust, plans to improve employee experience for staff from these groups, the networks
 - a) Provide a safe space in which issues of relevance to different groups of staff can be discussed and for staff from protected groups across the Trust to meet one another in an informal setting
 - b) Facilitate representation at appropriate levels of Trust management in order to promote awareness of Inclusion and Diversity issues relevant to different staff groups and to influence the development of policies to improve employee and patient experience
 - c) Provide links with other external in order to enhance the networks
 - d) Support the aims of the Trust to promote equality of opportunity and eliminate discrimination and inequality
 - e) Raise awareness of issues relevant to protected groups
 - f) Represent the views of protected groups at UHMB
 - g) Provide a gateway of support and assistance to protected groups in the workplace and a forum for discussion of issues

BRITISH ASSOCIATION OF PHYSICIANS OF INDIAN ORIGIN (BAPIO) PARTNERSHIP

21. In November 2015, the Trust Board approved a ground-breaking and innovative partnership agreement with BAPIO. The BAPIO / UHMB partnership is the first of its kind in the UK and is focused on developing the Trust as a role-model Trust, where all staff will
 - a) Feel supported, respected and happy at work
 - b) Have opportunities to fulfil their full potential
 - c) Have opportunities for career progression

- d) Feel there is complete transparency
- e) Have positive relationships with management colleague

22. BAPIO is support the Trust in a number of ways including:

- a) Assisting in the development of the Trust's Diversity and Inclusion strategy
- b) Awareness training and providing resources to advise and support BME staff
- c) Face-to-face learning and development sessions to help staff across the Trust understand the causes and effects of race inequality.
- d) Promotion of the Trust nationally and internationally to assist with recruitment
- e) Providing opportunities for networking with BME employees and leaders

STAFF DEVELOPMENT

23. Engagement with staff is core to UHMB's approach to improving our inclusion and diversity practice.

24. The Trust has a network of Personal, Fair Diverse Champions (currently with over 180 champions across the Trust). Two network leads have been appointed with dedicated time to support and develop this group to enable change at all levels across the organisation.

25. The Trust's Learning and Development offer for Inclusion and Diversity is being reviewed. In 2015/16 a new e learning package for basic mandatory training was launched for all staff will complete this every three years. Additional new training delivered during 2015/16 included:

- a) Training for Personal, Fair, Diverse Champions
- b) Unconscious Bias training
- c) Awareness raising sessions at professional away days including:
 - i) An introduction to the nine protected characteristics
 - ii) Feedback from the external engagement sessions
 - iii) Updates on the revised Trust Inclusion and Diversity objectives.
 - iv) Asperger's awareness (delivered by a citizen with Asperger's)
- d) Pilot Train the Trainer for Meaningful Equality Impact Assessments
- e) The development of new Values and Inclusion based Recruitment and Selection Training

26. Developed in partnership with local [British Association of Physicians of Indian Origin](#) (BAPIO) members and staff side, The Trust held its first ever inclusion conference on 27th November 2015 – "Towards Inclusion". Over 120 colleagues attended a really enjoyable and challenging day. Sessions included:

- a) Challenging Our Perceptions - Laurence Harvey, from Precipitous:
- b) A joint session was delivered by our BAPIO Partners, Ramesh Mehta, Surinder Sharma, Isaac John and Joel O'Loughlin - The BAPIO Partnership, improving patient care and employee experience.
- c) Human Factors and Inclusion – Ruth Keeler and Kate Casey, UHMB
- d) Recruitment and Retention from the perspective of individuals from protected groups – Paul Deemer, NHS Employers
- e) The value of difference - Estephanie Dunn, Regional Officer for the Royal College of Nursing.

27. The Trust's Executive Chief Nurse has signed up to be a Mentor/Champion for one of the participants on the BME Next Generation career acceleration programme commissioned by NHS England. This is aimed at senior BME nurses and midwives keen to progress to executive director roles in the NHS in the coming years.
28. The Trust has encouraged and supported a number of staff to apply for the NHS Leadership Academy Ready Now Programme, an innovative and inspirational positive action programme which looks to take senior leaders from a BME background on a transformational learning journey, helping them to realise their potential and to take that next step up to a more senior role, to the boardroom and beyond. 3 members of staff, 3 clinicians and 1 admin and clerical have commenced on the programme with a further 2 offered places on the Stepping Up Programme. The Trust is encouraging BME applications for all development courses, and a BME clinician has now commenced on the Nye Bevan programme.
29. The Trust is committed to developing employment opportunities for young people in our local communities. Investment in Inspiring Youth Projects with schools and other local education providers has increased to promote careers in health and care for young people. Following the launch of a new apprentice scheme in 2015 to create entry level development posts aimed at school leavers, this is now being expanded across staff groups with plans to increase significantly apprentice offers in the coming years.

WORKFORCE EQUALITY STANDARDS

30. The Workforce Race Equality Standard (WRES) became a mandatory requirement embedded within the NHS Contract on 15th April 2015 to ensure effective collection, analysis and use of workforce data to address the under-representation of BME staff across the NHS. It links to all four of the Trust's Equality Objectives.
31. Following publishing of the Workforce Race Equality Standard (WRES) in July 2015, the Trust communicated to staff and the public the current position and initial plans to explore and address the differences in employee experience seen for BME staff. The 2016 data has been published and while significant improvements are seen in some indicators (likelihood of being appointed from shortlisting, number of BME staff undergoing a formal disciplinary investigation process), there have been increases in BME staff reported bullying, harassment of abuse from both managers and colleagues, and the public.
32. A WRES action plan has been developed in partnership with the Trust's BME networks and agreed by the executive team in June 2015 ahead of publishing and discussion at Trust Board in July 2016. This is published on the Trust's webpages.
33. UHMB has voluntarily replicated the approach of the WRES for LGBT and Disability (the latter utilizing the proposed metrics for the national Disability Workforce Standard, currently under consultation). The Trust is committed to using data to drive a conversation, to drive inclusive employment practice. These summary reports and action plans are available on the Trust's Inclusion and Diversity webpages.

PATIENT INVOLVEMENT AND EXPERIENCE STRATEGY

34. The Trust's 2016 Patient Involvement and Experience Strategy outlines the responsibility of all staff to carry out effective engagement to inform service planning and delivery. It pulls together how we will improve service user, public engagement and patient experience into

one framework for the whole organisation. The Strategy shows how UHMB will engage with patients and the public so they are involved in planning services which will ultimately meet their needs and expectations. A primary focus is one of supporting fairness and tackling inequality in how we engage with people who use our services.

ENGAGEMENT WITH THE LOCAL VOLUNTARY SECTOR

35. In Spring 2016 the Race Equality Foundation, in partnership with the LGBT Foundation, Disability Rights UK, and Men's Health Forum were commissioned by NHS England to produce the "Equality Delivery System for the NHS (EDS2): Guide to Engagement with the Local Voluntary Sector". This guide was developed in collaboration with service users, voluntary and community organisations, and key stakeholders from Foundation Trusts, Healthwatch England, NHS Employers, CCG and CQC.
36. This guide is helping UHMB and our Better Care Together clinical strategy explore how the local voluntary and community sector can help NHS organisations to engage communities and, by extension, implement EDS2 better.

INTERFAITH CHAPLAINCY VOLUNTEERS

37. Supporting individual spirituality is an important part of the recovery process as well as being one of the nine protected characteristics under the Equality Act (2010) and a basic human right. The Trust has expanded its hospital chaplaincy volunteers under the guidance of the site chaplain. These volunteers have the responsibility for ensuring that spiritual and pastoral needs are properly assessed and addressed, they regularly meet with service users and staff on the wards and in the community. Notable achievements to date include:
 - a) The introduction of a system of spiritual discussion at the bedside
 - b) The development and issue to staff of a Diversity Calendar to assist in identifying and celebrating faith festivals of patients and service users
 - c) Facilitating Faith, Spirituality and Recovery Discussion Groups or one to one for patients and service users.
 - d) Establishing relationships with a diverse range of community faith leaders to ensure the availability of appropriate faith visitors for patients and service users;
 - e) In partnership with faith leaders the ongoing provision of in-house religious services for long term patients and elderly service users.

INTERPRETATION AND TRANSLATION SERVICES

38. The Trust's Interpretation and Translation Service facilitates communication between staff which includes doctors, nurses and other health professionals, and patients, families and carers who are unable to communicate using spoken English. The Trust has continued to review its partnerships with our Interpretation and Translation stakeholders, and have produced a guidance document which outlines how we provide face to face and telephone interpreting and translation services for our staff, patients and carers.

DEMENTIA AWARENESS

39. Work is ongoing to improve the experience of patient's, families and carers who are affected by dementia. A multi-agency conference took place in September 2016 and included a national speaker on the experience of caring for a family member with dementia and will encourage Trust staff and attendees to make a pledge to improve the care of patients and their families.

JOHN'S CAMPAIGN

40. The Trust has signed up to "John's Campaign". The single essential idea of John's Campaign is that carers of people with dementia should be able to support their loved ones at whatever time is most helpful to the patient and whatever time is do-able for the carer. As a Trust we will make it clear to carers, from the time of admission onwards, that they are welcome and they are a part of the 'team' around that patient. They will be able to provide an element of reassurance and familiarity and the personal knowledge that will give the best chance of minimising the patient's possible disorientation and distress. They will also be able to help with possibly difficult communication issues and offer a more holistic perspective on the person that should help contribute towards a successful discharge

CONNECT AND COMMUNICATE "TALK TO MY FACE"

41. Based on direct feedback from the Deaf community at the external engagement events, a Listening into Action (LiA) scheme **Connect and Communicate "Talk to my face"** has been agreed. The scheme will aim to improve the experience of hearing impaired patients enabling them to receive effective communication which meets their needs and to be empowered in their own care

LISTENING AND LEARNING MECHANISMS

42. Assurance Reviews are now in place and have incorporated areas for Inclusion and Diversity and ease of access to services.
43. All patients should have the opportunity to provide feedback through the Friends and Family Test (FFT) and it is understood that the FFT may present difficulties for some people with particular social and communication needs. The new FFT guidance introduced in October 2015 "Making the FFT Inclusive" sets out advice as to how particular groups of people can be supported and empowered to participate in the FFT. The Trust recognises the significance of this guidance and revised forms are now widely available which accommodate the recommendations within it.
44. Further engagement activity has been undertaken through 2015/16 through:
- a) Mystery Shopper Programme
 - b) Let's Talk About (topic-led discussions e.g. environment)
 - c) Take It to The Top (Furness listening events - local events where members of the public are able to ask direct questions to members of the Executive Team)
 - d) Public and Foundation Trust Members Meeting (designed to give information relevant to geographical areas and pick up issues or concerns on a bi-annual basis)
 - e) Local Stakeholder Forums (open forums where service users, carers, local organisation representatives can meet with UHMB staff)

- f) Patient Led Assessment of the Care Environment (PLACE) Locality Patient Experience Groups with an interest in hospital access
- g) Locality Patient Experience Groups with an interest in Mental Health and Community Health give feedback about our services)
- h) The use of Patient / Carer Stories, including at training events and Trust Board meetings
- i) Engagement at Local Events in our local communities.

LGBT PATIENT ENGAGEMENT

- 45. An LGBT engagement group (led by our Quality Assurance Matron) has been set up as part of project which is focusing on clinical service development working across whole health economy organisations titled: Improving the Health Care experience of lesbian, gay, bisexual and transgender (LGBT) patients at UHMB The group was set up to meet our EDS2 and Equality Objectives, specifically for our LGBT community. We had not previously engaged with this group to understand their individual needs when accessing services and we wanted to engage with LGBT patients and service users to inform UHMB how services need to be developed and delivered.
- 46. The group has the wider engagement from the University of Cumbria, Cumbria's LGBT community and support from Lancashire LGBT. A user survey has been undertaken and the next stages of the project are due to commence following review of this survey. Progress will be shared at the November Towards Inclusion Conference.

ANALYSIS OF PERFORMANCE AND REPORTING ON EDS2 2015/16

- 47. The Trust intended to undertake grading at the external stakeholder events in November 2015; however the feedback from delegates was that they would like further information to support an informed decision. The progress the Trust has made in the year was acknowledged. Therefore the Trust has made the decision to rate in all areas as developing for 2015/16. The EDS summary report is available on the Trust's Inclusion and Diversity webpages. EDS grading will take place again in March 2016 ahead of the 2015/16 annual reporting in July 2016.
- 48. The annual monitoring reports for 2015/16 for Workforce and Service are available on the Trust's Inclusion and Diversity webpages.

CONCLUSION

- 49. We are committed to ensuring that all of our employees are treated fairly and their talents are valued and developed. There have been significant developments in the Trust's approach to Inclusion and Diversity during 2015/16, focussing on understanding employee and patient experience for people in protected groups. We will continue work in partnership with staff, staff side, service users and external partners to ensure that University Hospitals of Morecambe Bay NHS Foundation Trust is a Great Place to be Cared For; Great Place to Work for all groups.