

Equality, Diversity & Inclusion Strategy 2019-2022

Walsall Healthcare
NHS Trust



Caring for Walsall together



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FOREWORD

We are committed to providing outstanding care and we will do this by working with and involving our patients, partners and stakeholders to tackle health inequality in Walsall. Equally we are committed to making sure our workforce, many of whom live in Walsall, live our values at work and can contribute to our comprehensive improvement programme to achieve our vision of being an outstanding provider by 2022. We will create an inclusive culture, by celebrating the diversity of our workforce and borough, by learning from best practice and by identifying and taking positive action to reduce any evident inequality. We want Walsall Healthcare NHS Trust to be recommended as a place to work and recommended as a place to be treated.

Walsall Healthcare Trust's aim is to ensure the diverse needs of our patients, partners, communities, service users and staff are provided for and that we improve patient involvement and experience when using our services and improve the reputation of the Trust as a place to work for staff during their employment with the Trust.

The Trust Board is committed to further improve our workforce performance and culture and have signed up to this pledge:

"We, your Trust Board, pledge to demonstrate through our actions that we listen and support people. We will ensure the organisation treats people equally, fairly and inclusively, with zero tolerance of bullying. We uphold and role model the Trust values chosen by you".

We will use the governance and accountability frameworks in place within the Trust to measure and evaluate our performance on the action plan being developed to support this strategy.

This will take place through the Equality, Diversity and Inclusion Group which is a multi-disciplinary staff group including EDI champions, patient experience lead, staff side representatives, Executive lead and is chaired by a Non-Executive Director of the Trust Board. The People and Organisational Development Committee which is a sub-committee of the Trust Board will take oversight and review progress on a regular basis in order to provide assurance to the Trust Board.

This strategy provides an initial framework to help us progress this ambition; it is a dynamic and iterative document that will be continuously reviewed to align with the Trust's improvement programme.

The next step is to work with stakeholders to co-create the detailed action plan that will support the delivery of EDI outcomes.

Board Signatures.



PURPOSE

This inclusion strategy describes our vision and direction when implementing equality and diversity and inclusion within our Trust both for our service users and workforce. The Strategy sets out our aim and objectives and key priorities for the next three years (2019-2022), this will be based on an iterative approach and the strategy will be reviewed on a regular basis.

We recognise the importance of ensuring our services are fair and equitable to all and that the diversity of our staff, service users, partners and any visitors to our services is celebrated. We expect everyone who visits our hospital or any of our community sites, comes into contact with any of our services or works for the Trust to be able to participate fully and achieve their potential in a safe and supportive environment. We welcome all service users and members of staff inclusive of race, sex, disability, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, age, religion or belief.

Walsall is a diverse borough; however, there are significant areas of deprivation and differentials in health outcomes across the borough, we are the 30th most deprived borough in England with black and minority ethnic residents representing 27% of our borough's population. Within our workforce there are differentials in workplace experience and career outcomes. This strategy is part of the Trust's improvement ambition and will be refined as we build the programme, the development of the action plan will be an iterative process as we learn from others and design and develop outcomes with stakeholders.

INFLUENCES THAT SHAPE OUR STRATEGY

Equality is about a fairer society where everyone can participate and have the same opportunity to fulfil their potential.

Within equality there is **Diversity** which we celebrate and value the full range of difference between people both in the workplace and in wider society.

Inclusion is when individuals needs are included without prejudice or discrimination, societies can access a wider pool of talent, commitment and experiences, taking the best from all backgrounds. To achieve this, we need to be inclusive ensuring everyone is involved not in spite of their differences but because of them.

With this comes greater healthcare equality, a workforce that is dedicated to the Trust values and vision of Caring for Walsall Together as part of the Walsall Together Partnership, resulting in a better patient experience and outcomes. This strategy is influenced by 'statutory requirements', standards and duties as well as the Trust's Values and Behaviour Framework.

This strategy will support the Walsall Together Partnership as it develops, the purpose of the Walsall Together Partnership is to provide an integrated care model where partners (Walsall Healthcare Trust, Walsall Council – Adults Social Care, Public Health and Children's services, Dudley and Walsall Mental Health Trust, Walsall CCG, All Walsall GPs and One Walsall) work together in integrated ways to improve the Health and Wellbeing outcomes of the population of Walsall.

Some of the Walsall population are also our employees; we will work with our staff groups to ensure the workforce at all levels is more representative of the communities living in Walsall and we can measure that improvement. We will support those furthest from the job market to gain work. We will ensure the systems and processes are in place to further support, recruit and retain talent and where pockets of under-representation or differential experience are identified, plans will be put in place to eliminate discrimination and disadvantage.



LEGISLATION AND NATIONAL STANDARDS

The Equality Act 2010 protects people from discrimination in the workplace and in wider society. The Act makes it unlawful to directly or indirectly discriminate, based on one or more of the 9 protected characteristics. To ensure the public sector organisations are accountable for their performance on equality and transparent in their practices the Public Sector Equality Duty (PSED) was introduced in the Equality Act.

The Human Rights Act asserts the right to liberty and security; respect for private and family life; freedom of expression; and freedom of thought, conscience and religion. The Act protects the right to enjoy these freedoms without discrimination. At the core of the Human Rights and healthcare delivery are the principles of **FREDA**.

| **Fairness**
 | **Respect**
 | **Equality**
 | **Dignity**
 | **Autonomy**

National Standards set out priorities for quality improvements in health and social care by executive non-departmental public bodies such as NHS England, examples include:

The Workforce Race Equality Standard (WRES) measures 'race equality' within the workforce. The standard provides the opportunity for us to identify trends and themes and recognise potential inequalities related to race and track what progress we are making to identify and develop Black and Minority Ethnic (BME) staff in our workplace.

The Workforce Disability Equality Standard (WDES) aims to tackle the inequality & discrimination sometimes faced by people with a disability within the NHS workforce, to promote equality and to help us maximise the potential of all our employees.

The Gender Pay Gap Reporting aims to identify pay gap between men and women and employers with 250 or more employees must publish and report specific figures about their gender pay gap.

The Accessible Information Standard (AIS) details an expectation on us to communicate with or provide information to patients, service users and carers with a disability, impairment or sensory loss and do so in a way that is relevant to their needs.

People from protected characteristic groups can experience a combination of exclusion, alienation, bullying and harassment, isolation and may also have problems accessing public services. There is mounting evidence that stigma, prejudice, and discrimination create hostile and stressful social environment that can lead or contribute to mental health problems. Health inequalities are avoidable as well as unjust, unfair and unlawful.

The Equality Act 2010 requires all public sector organisations, including Walsall Healthcare Trust to publish equality objectives every four years. The Trust has to publish details of engagement work that has taken place to develop and evidence the Trust's Equality objectives, the objectives continued within this document will be subject to ongoing consultation and engagement and will be refreshed each year.

2016 RMB REVIEW OF EQUALITIES PROVISION

The setting of the Trust's four new objectives is based on a gap analysis that was carried out in October 2016 by an Equality and Diversity Practitioner (RMB) to review Equality and Diversity provision across the Trust. The review included a progress map against key legislative requirements, targets and indicators used to measure success or compliance. The RMB Review provided a strategic direction for the organisation in the delivery of EDI. The four objectives support the delivery of the Trust's statutory, regulatory and public sector equality duties and are still current requirements.

WHAT WE HAVE ACHIEVED SO FAR (2016-2018)

- | The approval of the Equality, Diversity and Inclusion (EDI) agenda as a key theme of the Patient Experience Strategy
- | Formalised the Trust EDI reporting structure providing a leadership commitment to drive forward change. Terms of reference for committee/groups and meetings agreed
- | Established delivery groups for workforce and patient EDI actions arising from the gap analysis
- | WRES action plan drafted and amended
- | Agreed the approach to EDS2 assessment and grading
- | Undertook an audit of equality analysis of workforce policies and EqA's updated
- | LGBT and Black History Month celebrated with displays and communications on the theme of 'LGBT + Health Pioneers'
- | International Women's Day celebrated with colleague stories and communications
- | Audit and improvement of inclusive practice in WHT training courses underway
- | Plans made for celebration of Equality, Diversity, and Human Rights Week (mid-May), Gypsy Traveller and Roma History Month (June) and Disability Awareness Day (12 July)
- | Preparation for development of good practice guide for care of trans patients underway
- | Preparation for WRES and Gender Pay Gap reporting and subsequent actions
- | Introduction of values and behaviours, continuing staff engagement campaign work to support an inclusive culture across the Trust where diversity is embraced
- | Appointment of EDI manager – in post since September 2018
- | Successful LiA event with more to follow
- | EDI champions identified through the LiA
- | Participation in the Equality, Diversity & Human Rights week in May
- | Participation in the Stepping Up Programme for BAME staff
- | Embedded Equality monitoring into the complaints process



OUR EQUALITY OBJECTIVES FOR 2019-2022:

Objectives	Outcome	How	Timescale
Education, Empowerment and Support	To have a workforce that is more representative of the community it serves with measurable improvement evidenced by 2022 through effective recruitment, selection and promotion in order to positively attract, retain and support the progression of all staff at all levels across the Trust	<p>All staff understand their responsibilities around Equality, Diversity & Inclusion and how they can contribute to creating a supportive place to work</p> <p>Establish staff networks that promote best practice for supporting people from protected groups at work and celebrate workplace contributions</p> <p>Publish an Annual Equalities report and develop plans to ensure our workforce is representative of the communities we serve at all levels of the Trust and to use people management metrics to measure outcomes. To explicitly detail outcomes expected from WDES / WRES/Gender Pay Gap Reporting and EDS2 and to review outcomes bi-annually.</p> <p>For staff and stakeholders to co-design an action plan with meaningful milestones for EDI improvement based on learning from best practice nationally.</p>	<p>Induction Training, mandatory training and workshops Throughout 2019 each month.</p> <p>April -July 2019</p> <p>July 2019 – Annual Equalities Report to Trust Board through undertaking the NHS Employers: Comparative Tools (Measuring Up: Your community and your workforce)</p> <p>December 2019 and July 2020 To review progress against milestones on a bi-annual basis at PODC and Trust Board</p>
Inclusive Leadership	<p>To ensure our leadership is committed to and positively promotes the creation of an environment that acts upon the FREDA principles to understand, promote and value equality, diversity and inclusion and to ensure these principles are embedded in the improvement program and all that we do.</p> <p>To ensure the Trust values and behaviour framework are reported as experienced by all.</p> <p>To build the outcomes of best practice in EDI Leadership to ensure our processes, systems and procedures positively promote equality, diversity and inclusion in delivery.</p>	<p>Deliver EDI masterclass for the board and all leaders</p> <p>Ensure the Trust Board are engaged in WRES & WDES, Gender Pay Gap and EDS2 reporting in understanding the issues and challenges. Quarterly report to People and OD committee Bi-annual report to Trust Board.</p> <p>The Board act as champions for EDI and hold to account on the Board Pledge.</p> <p>Empower and improve leadership opportunities for under represented groups and review existing provision of career development opportunities through developing the Trust approach to talent management.</p>	<p>To train all leaders by December 2019</p> <p>Annual Equalities Report to Trust Board to identify the evidence based issues July 2019 and reviewed December 2019.</p> <p>Quarterly pulse check surveys for staff and patients on values and behaviours include values within the Accountability Framework.</p> <p>Bi-annual review on the delivery of the Trust Board pledge July and December each year.</p> <p>Introduce equality, diversity and inclusion outcomes and metrics within the Trust Accountability Framework.</p> <p>Implement the NHS Leadership Academy approach to talent management for review December 2019.</p>
Accessibility	Improve accessibility of our services by ensuring a robust comprehensive Equality Analysis underpins all service provision and ensure the implementation of Accessible Information Standards for people who have a disability or sensory loss	<p>Ensure Equality Impact Assessments are undertaken for all Trust activity</p> <p>Improve communication and information access for those who have a disability, sensory loss, who do not speak English as their first language and those who have difficulty in reading or writing. To record and monitor communication needs.</p>	Ensure compliance by the end of the calendar year 2019
Patient and Service Delivery	Involve those who use our services in the design and delivery of those services by reviewing the systems, processes and procedures to positively promote equality, diversity and inclusion in delivery, and co-create a framework for this by March 2020.	<p>Engage stakeholders and local communities in the EDS2 grading process, WRES, WDES and Accessible Information standards.</p> <p>Widen our involvement with local communities for patient experience and involvement.</p> <p>Develop accessible and inclusive engagement processes so that patients, carers and service users are empowered to influence patient experience of healthcare and reduce health inequalities.</p>	<p>Annual review and update on EDS2 to be published on the website by 30th March 2019</p> <p>Review September 2019</p> <p>Review September 2019</p>

OUR KEY PRIORITIES FOR THE NEXT THREE YEARS (2019-2022)

- | Continued building partnership with community groups and local stakeholders including 'Walsall Local Integration Partnership'
- | Continue to work to ensure that equality, diversity and inclusion continues to be an integral part of our workforce planning to improve patient outcome and experience
- | Provide monthly updates EDI matters to the Equality Diversity and Inclusion Committee (EDIC) for discussion and action planning and to People and Organisational Development Committee and Trust Board each quarter for assurance.
- | Finalise robust monitoring arrangements to ensure we collect and analyse data relating to staff with protected characteristics in connection with recruitment, promotion, disciplinary action and leavers
- | Value based recruitment (in implementation phase) to be included in the Trust by September 2019.
- | Review our Training Needs Analysis to ensure all training is linked to workforce planning to ensure fair process of development opportunities
- | Identify ways to encourage and support more female consultants to apply for Clinical Excellence Awards as part of reducing the Gender Pay Gap
- | Work to redress recruitment inequity by ensuring a diverse panel that represent our community and workforce, to be achieved through introducing a pool of trained staff who can be called upon to sit on panels
- | Continue to support and participate in national and local events that embrace diversity
- | Continue to support training programmes such as Stepping Up identify ways to encourage current and future participants to access mentor opportunities with members of the Trust Board
- | Develop a formal approach for staff networks to ensure a robust framework is in place for inclusive approach to staff engagement
- | Review the current Equality Impact Assessment and ensure it is fit for purpose and is embedded
- | Improve and continue to improve our equality performance and deliver better outcomes for patients, communities and employees which are personal, fair and diverse
- | Support community events where the Trust plays an active part in the delivery of healthcare for people
- | Review the current Equality, Diversity e-learning to ensure it is in line with current legislation, i.e the Autism and Disability Act
- | Progress onto the level 2 as a Disability Confident Employer
- | Register our interest to be a partner in the 'NHS Employers Diversity and Inclusion Partners for 2019-2020
- | Implement the Workforce Disability Equality Standard (WDES) to improve the workforce experience of staff who have a disability
- | Act on recommendation identified through the annual Workforce Race Equality Standards and gaps highlighted in the EDS2 Grading Assessments
- | This EDI strategy is our Trust Statement of intent, further work with partners, service users and staff will take place develop actions and outcomes required to improve the Trust's performance against these priorities and outcomes.

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