



**REVIEW OF PROGRESS AGAINST TRUST EQUALITY OBJECTIVES 2012 – 2015
and
NEW EQUALITY OBJECTIVES 2015-18**

PROGRESS UPDATE APRIL 2015

Equality Objective 1:

Implementing the EDS and 18 outcomes associated with the 4 goals over the next 3 years will be our main equality objective. The Trust will self-assess its performance against the 18 outcomes over the next few months involving staff and local groups to agree grading scores. Revised equality objectives will be identified and published as we begin to implement the EDS framework.

Progress update 2015

The Equality Delivery System (EDS) was updated in early 2014 to the (current) EDS2. From 1st April 2015, this system is now mandatory for all Trusts (previously this was a voluntary scheme) and now forms part of the NHS Standard Contract.

The Trust completed a self-assessment against the Equality Delivery System (EDS2) framework in 2013. This now requires review and to ensure an accurate position statement.

The Trust has recently convened a Patient and Carer Council with good representation from across the range of 'protected characteristics' as identified in the Equality Act 2010. This Council will be invaluable in supporting the ongoing review of the EDS and associated outcomes (eg equality objectives; inclusion, equality and diversity themed work programmes).

The EDS is also supported by our work to continuously improve service user and carer experience and in support of the 6C's and our Trust Values, we have developed a number of standards as follows:-

- **You feel safe**, in a clean and comfortable environment, with professional staff working together and with you to ensure you are in 'safe hands'.
- **You feel cared about**, with kind and helpful staff who are courteous and respectful towards you, keeping you involved and informed at every step.
- **You have trust and confidence** in your care and treatment, provided by skilled and compassionate staff.

These standards (with a number of expected behaviours) are based around the following themes:

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| <ul style="list-style-type: none"> • Cleanliness • Behaviour • Honesty and Openness • Courtesy and Respect • Communication/Listening | <ul style="list-style-type: none"> • Being Helpful and Kind • Information • Timeliness • Compassion • Continuous Improvement |
|---|---|

These standards apply equally to all service users and all staff, every day, in everything that they do for all individuals that they come into contact with. They standards support staff to be more consistent in what they do and say to provide a good experience for patients, carers and colleagues.

The standards will be promoted and rolled out from Summer 2015 across all Trust services and will be explicitly visible/accessible to service users, carers, staff and anybody visiting Trust premises. Monitoring of the standards via patient, carer, and staff feedback will be integral to this process. Service user and carer feedback will be sought from individuals with protected characteristics to see if the standards are being fully implemented and to gain a wider perspective of their individuals overall experience. Patient story telling/emotional mapping will be a useful method to take this forward.

Updated Objective

- ***To progress the implementation of the EDS2 across the Trust over the period to 31st March 2016, planning and taking action as appropriate in relation to the emerging themes. Overall progress monitoring review to be completed by end March 2016. This will inform a plan to address any issues raised and potentially the development of new/additional equality objectives for 2016-17.***

Equality Objective 2:

We will refine and develop our systems and processes to support the collation of effective equality monitoring data. This will include a data cleanse of staff information held in the Electronic Staff Record (ESR) and prioritising of those areas that are underdeveloped or currently not in place.

Progress update 2015

The Trust's Equality Monitoring Data Analysis Report (as at 31 December 2014) identified a number of areas where our equality monitoring data contains some gaps for both patient/service user and staff data.

With regard to patient information, the Trust has devised a patient information leaflet to explain the relevance of equality monitoring and why we may be asking 'personal' questions about protected characteristics. The importance of equality monitoring is also promoted via the Trust's Equality, Diversity and Human Rights mandatory training and via local communications.

With regard to staff data, we have been making progress in improving our data, particularly with the introduction of the 'WOVEN' data quality reports from HSIC (Health and Social Care Information Centre) in 2014. These reports alert us to data quality issues with regard to our staff data in the Electronic Staff Record (ESR) such as missing information. As this arises, appropriate remedial action is taken. In addition, the Trust has undertaken an exercise in late 2014 to contact individual employees who have 'TUPE-ed' over into the Trust for whom elements of equality monitoring data was missing and ESR has been updated accordingly with resulting information.

New objective 2015-17

- ***We will use a range of information sources to develop our understanding of the equality and inclusion issues experienced by service users, visitors and staff. We will take appropriate action based on these findings to further develop a culture of inclusion across the organisation.***
 - Data sources will include results from the annual NHS Patient Survey and the annual NHS Staff Survey; the Friends and Family Test and Staff Friends and Family Test, and other forms of individual or collective feedback. Data will be reviewed in a timely manner as it becomes available, using a Trust Inclusion Group as a forum for debate, development and delivery of action.
 - We will continue to ensure that our data collection (service user and staff data) is appropriate to support effective equality monitoring in support of development of an inclusive organisation. This will include prioritising of those areas where equality monitoring is underdeveloped, in relation to both staff and service user equality monitoring. Equality monitoring data will be a standing item on the agenda of the Inclusion Group (see later).

Equality Objective 3:

We will continue to involve and engage with service users, carers, the public and staff about their experiences of trust services, ensuring that this includes representation from people with protected characteristics.

Progress update 2015

Our Equality Monitoring Report (2014), which includes patient and service user experience, has not identified any specific shortfalls in how we involve and engage with service users, carers, the public or staff. This report states:-

- 95% of patients/service users rated the care that they had received within the Trust as excellent, very good or good (Patient Experience Questionnaire)
- The Care Quality Commission Annual Patient Survey 2014 found the Trust scored 'Average' (ie what is expected for a Trust of this type) for each of the 9 themes
- The Friends and Family Test (Patient) score has shown that 88% of patients and service users recommend Trust services.

This report also identified that effective partnership working is in place for some of the protected characteristic groups but this needs to be extended to include all protected groups.

This report set a specific equality objective for 2015-18 to work with our local partnership organisations to improve the deaf and hearing impaired patient, service user and carer experience following specific feedback from a hearing impaired visitor to the trust. This individual reported poor experience whilst visiting a relative on one of the inpatient wards at the Harplands Hospital. In response to this we will be further developing our work to support an improved patient and carer experience for people who are deaf or hearing impaired through a Listening into Action project team (see objective below).

The Trust has celebrated some excellent examples of service user involvement during 2015, including the involvement of young people in developing services in the Children and Young People's Services Directorate, and the Peer Support Worker Role in operation via the 'New Beginnings' way of working in Substance Misuse Directorate.

The development of the Patient, Service User and Carer Council in 2015 will help to support future engagement and partnership working.

Further consultation with patients, service users, carers and staff will help inform our EDS2 position statement and areas for further development emerging from this.

New Equality Objectives 2015 -2017

- ***To establish an Inclusion Group to address inclusion, equality and diversity related issues from a range of different perspectives in relation to the work of the Trust. This group will review Trust data and feedback relating to inclusion, equality and diversity as well as emerging good practice across the NHS and other sectors.***
 - The main purpose of this group will be to shape the development and delivery of a more inclusive, diverse and representative organisation in which service users and staff experience greater equality and fairness for all.
 - We will also develop links and initiate partnership working with our local and national representative groups to improve the experience of all our service users. This will include, for example: Deaflinks; Stonewall/LGBT Stoke-on-Trent; local religious groups, and other representative groups. Initial discussions and outline plan to be developed throughout 2015.
 - A Listening into Action Project Group has been identified to address issues around deaf awareness and is due to commence in late May 2015. A 'Big Conversation' will take place on 21st May which will 'flesh out' the specific aspects for development relating to this project. This includes the involvement of both the Deaflinks and Deafvibes local action groups.

See also additional objectives around service user involvement in next section.

Equality Objective 4:

We will work towards implementing the Competency Framework for Equality and Diversity Leadership.

Progress update 2015

The Trust has delivered a range of leadership development interventions over recent years advocating an engaging and inclusive leadership approach. These include:-



- Local Health Economy Leadership Programme ('HELP')
- Striving for Excellence (in-house programme for all Trust staff in leadership roles)
- Aston Effective Team Leadership Programme (mandated for all Trust team leaders)
- People Management Programme (programme for those new to management, includes specific focus on Equality and Diversity and on Bullying and Harassment)

In addition, the Trust continues to deliver its Staff Involvement and Engagement Strategy - with an inclusive and engaging culture at its heart – across the organisation.

As part of our Workforce Strategy (and Staff Involvement and Engagement Strategy within it), the Trust continues to develop its approach to Values Based Working. This includes the essence of equality and diversity in its 5 themes of:-

- Valuing people as individuals
- Working together for better lives
- Openness and honesty
- High quality, innovative care
- Exceeding expectations

The Trust has also coordinated special events raising awareness of specific equality and diversity issues, for example the local LGBT (Stoke-on-Trent) group delivered one session, and another at which Deaflinks gave a presentation to raise awareness in 2013.

We celebrate Equality and Diversity Week in May each year, and are planning events for the 2015 event at the time of writing.

Our Equality of Opportunity in Employment Policy has recently been updated with significant rewording around our ambition to be a truly inclusive organisation. This is going through our policy approval process at the time of writing and is anticipated to be ratified in July.

Our 'Simplified KSF' outlines used as part of the Performance Development Review process have been updated for 2015-16 to include that staff will support inclusion and greater equality and value diversity. (Senior staff have corresponding responsibility for developing a culture of inclusion).

Our Equality, Diversity and Human Rights Training was updated from January 2015 to include Inclusion as a key focus.

The Trust has now transferred from using its own (local) Leadership Competency Framework to using the national NHS Leadership Academy *Healthcare Leadership Model* (Nine Dimensions of Leadership Behaviour). This model has the principles of inclusion, equality and diversity woven throughout the whole framework, rather than as a single area of competency. The Healthcare Leadership Model is now promoted through our leadership development activity, including 360 leadership assessments. This model has inclusion, equality and diversity embedded throughout its nine dimensions:-

- | | |
|----------------------------|---------------------------|
| 1. Inspiring share purpose | 2. Leading with care |
| 3. Evaluating information | 4. Connecting our service |
| 5. Sharing the vision | 6. Engaging the team |
| 7. Holding to account | 8. Developing capability |
| 9. Influencing for results | |

New Objectives for 2015-17

- **To continuously develop the culture and make-up of the Trust as a diverse and truly inclusive organisation, which is representative of the local community, which strives for greater equality for all whom we serve or employ. This will be achieved:-**
 - By rolling-out inclusion training and awareness-raising communications through a variety of opportunities (eg Equality, Diversity and Human Rights training, induction, leadership programmes/masterclasses, plenary etc) including developing greater understanding of unconscious bias throughout 2015-16 (then review for 2016-17).
 - In developing links and initiate partnership working with our local and national representative groups to improve the experience of all our service users. This will include, for example, Deaflinks, Deafvibe, Stonewall/LGBT Stoke-on-Trent, local religious groups, and other representative groups. Initial discussions and outline plan to be developed throughout 2015.
 - Through the work of a Trust Inclusion Group as described earlier.
 - A Patient, Service User and Carer Council will be established in June 2015 with a remit to:-
 - Promote service user and carer involvement in Trust activity at all levels.
 - Seek assurance that the Trust has effective mechanisms and systems in place to capture the experiences and views

- of service users and carers, identifying and responding to any emerging themes or trends.
- Represent the views of service users and carers and where appropriate seek the views and feedback from other relevant local and national groups.
- The Trust has set itself a number of targets within our 2020 Vision business plan linked to Inclusion, Equality and Diversity. These include:
 - Service User on all recruitment processes and selection interviews for Trust staff
 - Diversity of the workforce (excluding medicals*) reflects local population
 - LGBT staff members – 7% of workforce
 - Staff with lived experience of MH services – 10% of workforce
 - Over the period 2015-18, we will be developing our approaches to the above based on good practice examples both within the Trust and outside. For example, expanding the use of (service user) Peer Support Workers based on experience in the Substance Misuse service ('New Beginnings') and on the involvement of young people in service development in Children and Young People's Services.

*NB: Please note that the reason for excluding medical staff from this is that this single staff group accounts for a large percentage of BME staff historically. We wish to bring our wider workforce up to proportions that are more representative of the local population.



SUMMARY OF TRUST EQUALITY OBJECTIVES 2015-18

Equality Objective One

Developing a More Inclusive, Diverse and Representative Organisation

- **To continuously develop the culture and make-up of the Trust as a diverse and truly inclusive organisation, which is representative of the local community and which strives for greater equality for all whom we serve or employ.**

This will be achieved...:-

- By rolling-out inclusion training and awareness-raising communications through a variety of opportunities (eg Equality and Diversity and Human Rights training, induction, leadership programmes/masterclasses, plenary etc) including developing greater understanding of unconscious bias throughout 2015-16 (then review).
- By continuing to develop our approach to values based working and Living the Trust Values in all that we do, including in our performance systems (eg PDR) and Trust events and communications.
- In developing links and initiate partnership working with our local and national representative groups to improve the experience of all our service users. This will include, for example, Deaflinks, Stonewall/LGBT Stoke-on-Trent, local religious groups, and other representative groups. Initial discussions and outline plan to be developed throughout 2015. In 2015, the Trust will deliver a 20-week Listening into Action (LiA) project on Improving Service User and Carer Experience for people with hearing difficulty/deafness, commencing with a 'Big Conversation' on 21st May 2015.
- Through the coordination and delivery of effective action on inclusion, through the work of our Inclusion Group (see Objective Three below).
- By introducing a Patient, Service User and Carer Council in 2015 and developing the work of this forum over the next 3 years.



- Through increasing the involvement of service user representatives in selection processes and interviewing for Trust staff over the next 3 years as part of our Trust's 2020 Vision.
- By taking positive action to address imbalances in our workforce make-up and that of our local population, including LGBT and people with lived experience of mental health services over the next 3 years, also on route to achieving our 2020 Vision.
- By developing our approach to 'widening participation' in employment in support of a more diverse range of individuals coming into employment with the Trust and able to access a range of career development opportunities and experiences.

Equality Objective Two

Using Information to Support Positive Action on Inclusion

- ***We will use a range of information sources to develop our understanding of the equality and inclusion issues experienced by patients, service users, carers and staff. We will take appropriate action based on these findings to further develop a culture of inclusion across the organisation.***
 - Data sources will include results from the annual NHS Patient Survey and the annual NHS Staff Survey; the Friends and Family Test (patient) and Staff Friends and Family Test, and other forms of individual or collective feedback. Data will be reviewed in a timely manner as it becomes available, using the Inclusion Group and/or Patient, Service User and Carer Council as a forum for debate, development and delivery of action.
 - We will continue to ensure that our data collection (service user and staff data) is appropriate to support effective equality monitoring in support of development of an inclusive organisation, as outlined in Objective One above. This will include prioritising of those areas where equality monitoring is underdeveloped, in relation to both staff and service user equality monitoring. Equality monitoring data will be a standing item on the agenda of the Inclusion Group.



Equality Objective Three

Co-ordinating Effective Action on Inclusion

- ***To establish an Inclusion Group to address inclusion, equality and diversity related issues from a range of different perspectives in relation to the work of the Trust. This group will review Trust data and feedback relating to inclusion, equality and diversity as well as emerging good practice across the NHS and other sectors.***

The main purpose of this group will be to shape the development and delivery of a more inclusive, diverse and representative organisation in which service users and staff experience greater equality and fairness for all.

- Advancing equality of opportunity and promoting positive relations between groups with different characteristics will be key aims of this group and key roles of its members at all times.
- The Trust's Inclusion, Equality and Diversity Lead will be key in establishing, coordinating and leading the work of this group, following review of existing fora. The Director of Leadership and Workforce will be the executive sponsor for this work stream.
- Consideration will be given to whether one group will cover service user and staff issues or whether two groups are required. Consultation with staff and service user representatives will take place during the summer of 2015, with a view to implementing new arrangements by October 2015. The Patient, Service User and Carer Council may be the forum for service provision equality related issues.
- There will be a review of arrangements after 6 and 12 months in the first instance.
- Terms of Reference for the group will be developed by 30 November 2015.
- The role of the group will be to be the main vehicle for discussion, debate and development of inclusion, equality and diversity related issues.
- There will be a clear link to clinical services and the People and Development Committee (through to Trust Board) in relation to monitoring implementation and progress with plans.



Equality Objective Four

Meeting our NHS Contract Requirements

- ***To progress the implementation of the EDS2 across the Trust over the period to 31st March 2016, planning and taking action as appropriate in relation to the emerging themes.***

We will complete an overall progress monitoring review by end March 2016. This will inform a plan to address any issues raised and potentially the development of new/additional equality objectives for 2016-17.

We will review our position on EDS annually.

END

