

Report to:	Public Board of Directors	Agenda item:	15
Date of Meeting:	31 May 2017		

Title of Report:	Equality and Diversity Priorities
Status:	Information
Board Sponsor:	Claire Buchanan, Director of HR
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Appendices	Appendix 1: Equality and Diversity System 2 update Appendix 2: Public Sector Equality Duty update Appendix 3: Equality Objectives: review of 2016-17; proposed objectives 2017-18

1. Executive Summary of the Report
<p>The Trust has a statutory obligation under the Equality Act 2010 to publish a range of monitoring information relating to patients and staff. This report is one of the ways in which the Trust fulfils its obligations.</p> <p>This report provides the group with an update and progress report in relation to the:</p> <ul style="list-style-type: none"> • EDS2 (Equality Delivery System 2) annual review • PSED (public sector Equality Duty) update • Progress against the Equality Objectives 2016-17 • Equality Objectives 2017-18 <p>It also seeks to demonstrate what systems, process and governance are in place within the Trust to meet the requirements of the Equality Act 2010 and PSED.</p> <p>The Equality & Diversity Committee oversee the Equality and Diversity work on behalf of the Trust and work with two very specific frameworks to enable us to achieve these aims, namely:</p> <ul style="list-style-type: none"> • Equality Delivery System (EDS2), through which we refresh our equality objectives annually • Workforce Race Equality Standard (WRES), by which assess the experiences of our BME workforce and develop actions plans to address any identified shortfalls accordingly. <p>The implementation of the EDS2 and the WRES are also a core part of Section 13 of the 2016/17 NHS Standard Contract and underpin many of the standards set out by the Care Quality Commission (CQC).</p> <p>An update on WRES actions will be provided in June 2017 to the Board of Directors.</p>

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2.	Recommendations (Note, Approve, Discuss)
To note the contents of this report.	

3.	Legal / Regulatory Implications
The NHS Constitution requires us to:	
<ul style="list-style-type: none"> • Provide a comprehensive service to all, irrespective of gender, race, disability, age, sexual orientation, religion or belief; • Respect every individual's human rights; • Promote equality through our services giving due regard to groups or sections of society where improvements in health or life expectancy are not keeping pace with the rest of the population. 	

4.	Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)
Details of risks and mitigating actions are monitored through the Strategic Workforce Committee.	

5.	Resources Implications (Financial / staffing)
HR resources to model and cost creative solutions and negotiate change.	

6.	Equality and Diversity
This report supports equal opportunities for staff and patients across the Trust.	

7.	References to previous reports
Board of Directors Bi-annual Equality and Diversity Update – October 2016	

8.	Freedom of Information
Public.	

1. Equality Delivery System (EDS2) ¹

- 1.1 The purpose of the EDS2 is to drive up equality performance and embed equality into mainstream NHS business, so achieving demonstrable compliance with both the general and public sector duties within the Equality Act 2010.
- 1.2 Central to the EDS2 framework is the publication of equality objectives (Section 4), which in turn arise from the grading assessment undertaken against the 18 outcomes grouped under the following 4 goals:
 - Better health outcomes
 - Improved patient access and experience
 - A representative and supported workforce
 - Inclusive leadership
- 1.3 As part of our implementation and ongoing commitment to use the EDS process, the Trust reviewed its performance against the EDS2 criteria and guidance. In doing so the Trust held a “Showcasing Equality” event on 10th March 2017, to which members of staff, patients and carers, plus local stakeholders were invited to attend. At this event evidence from a number of sources was reviewed.
- 1.4 These stakeholders then contributed to the assessment of the evidence against the given criteria against each of the 18 outcomes within the EDS2 (divided into the 4 goals listed above). A synopsis and our final assessment can be viewed in Section 3.
- 1.5 The 2016 EDS2 Annual Review RAG gradings are predominately green coloured (12 out of 18) which illustrates that the Trust is in the ‘achieving’ category. The remaining 6 outcomes are graded as developing.
- 1.6 We have accepted this updated version of the outcomes as an accurate and fair assessment.
- 1.7 The final 2016 assessment shows positive examples of good practice with a number of areas identified as requiring further effort.
- 1.8 It is recognised that a rolling programme of work over three to five years in order to achieve meaningful and embedded improvements is required.

¹ <https://www.england.nhs.uk/wp-content/uploads/2013/11/eds-nov131.pdf>

2. PSED (Public Sector Equality Duties)

- 2.1 The PSED encourages us to engage with the diverse communities affected by our activities to ensure that policies and services are appropriate and accessible to all and meet the different needs of the communities and people we serve.
- 2.2 Equality considerations must therefore be reflected in the design of all policies and the delivery of all services; in short, the organisation must have due regard of the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not;
 - Foster good relations between people who share a protected characteristic and those who do not (this includes tackling prejudice and promoting understanding).
- 2.3 Having due regard means that we must take account of these three aims as part of our decision making processes – in how we act as an employer; how we develop, evaluate and review policy; how we design, deliver and evaluate services; and how we commission and buy services from others.

It also requires the Trust to consider the need to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics
 - Meet the needs of people with protected characteristics
 - Encourage people with protected characteristics to participate in public life or in other activities where participation is low
- 2.4 Complying with the general duty may mean that we treat some people differently than others; this will be to ensure we meet their needs as far as this is allowed in discrimination law. It also explicitly recognises that disabled people’s needs are different from those of non-disabled people. This may mean making reasonable adjustments for them or providing services in a different way to make sure they achieve the same outcomes from our services.
- 2.5 The general duty is also underpinned by a number of specific duties which include the need for us to:

- Set specific, measurable equality objectives. ***See the following sections for the refresh of the Equality Objectives 2016-17 and the updated objectives for 2017-18.***






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- Analyse the effect of our policies and practices on equality and consider how they further the equality aims. **At the Trust we expect all policies to include an Equality Impact Assessment and guidance is available in the Equality and Diversity Policy:**
http://webserver/staff_resources/equality_diversity/impact_assessments.asp?menu_id=5.
- Publish sufficient information to demonstrate we have complied with the general equality duty on an annual basis. **Data relating to a number of characteristics is available through trust reports:**
http://www.ruh.nhs.uk/about/equality_diversity/performance.asp?menu_id=5

3. Assessment of Equality Performance (EDS2)

- 3.1 The grading assessment undertaken to assess our equality performance involves a review of evidence against each of the outcomes which comprise the 4 equality goals within the EDS2 framework, using very specific criteria outlined below:

Grading Criteria:

Excellent		evidence covers all 9 protected characteristics
Achieving		evidence covers all 6-8 protected characteristics
Developing		evidence covers all 3-5 protected characteristics
Underdeveloped		evidence covers 2 or less protected characteristics
Not applicable		

Protected groups are: Age; Disability; Gender Reassignment; Race; Religion or Belief; Sex; Sexual Orientation; Pregnancy & Maternity; Marriage & Civil partnership

- 3.2 The outcome of the assessment process undertaken by each of the workshops at the Showcasing Equality event on 10th March 2017 was as follows:

	Better Health Outcomes:	Grade
1.1	Services have been commissioned, procured, designed and delivered to meet the health needs of the local communities.	achieving
1.2	Individual people's health needs are assessed and met in appropriate and effective ways.	developing
1.3	Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed.	achieving
1.4	When people use the Trust, their safety is prioritised and they are free from mistakes, mistreatment and abuse.	achieving
1.5	Screening, vaccination and other health promotion services reach and benefit all local communities.	achieving

	Improved patient access and experience:	Grade
2.1	People/ carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds.	achieving
2.2	People are informed and supported to be as involved as they wish to be in decisions about their care.	achieving
2.3	People report positive experiences of the Trust.	achieving
2.4	People's complaints about services are handled respectfully and efficiently.	achieving

	A representative and supported workforce:	Grade
3.1	Fair recruitment and selection processes lead to a more representative workforce at all levels.	developing
3.2	The Trust is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations.	achieving
3.3	Training and development opportunities are taken up and positively evaluated by all staff.	achieving
3.4	When at work, staff are free from abuse, harassment, bullying and violence from any source.	developing
3.5	Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives.	achieving
3.6	Staff report positive experiences of their membership of the workforce.	achieving

	Inclusive leadership:	Grade
4.1	Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond the Trust.	developing
4.2	Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed.	developing
4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination.	developing

4. Review of Equality Objectives 2016-17

- 4.1 The 2016-17 Equality Objectives were reviewed (see tables below) and then refreshed (see the following section) this year following a comprehensive review of the objectives from 2016-17.
- 4.2 The review and refresh was part of the evidence review in each of the workshops conducted with a number of stakeholders

Better Health Outcomes: 2016-17. Overall assessment ‘achieving’			
Objective: Ensure our ability to meet the needs of patients with a mental health diagnosis or challenging behaviour becomes embedded within clinical practice, so enabling the trust to fulfil its duty to “parity of esteem”.			
Measurement: Patient information leaflets and information, complaints & FFT			
Director Lead: Director of Nursing		Project Manager: Deputy Director of Nursing	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Evaluate the previous use of a Mental Health Project Coordinator role within the Trust and scope how this might work differently in the future.	Recruit a Mental Health Project Coordinator in conjunction with the Avon & Wiltshire Mental Health Partnership NHS Trust (AWP)	Undertake a base line assessment of what provision is in place at present to support “parity of esteem” and develop Action Plan.	Implement Action Plan for forthcoming financial year.

Improved Patient Access and Experience 2016-17. Overall assessment 'developing'.			
Objective: Improve the identification, recognition and support of carers through the patient pathway.			
Adapted questions: Children and Young People, people with a Learning Disability, people with Dementia, people who are profoundly deaf, deaf blind/blind, understanding of English/low levels of literacy.			
Measurement: Increase in the number of carers referred to the carers' hub			
Director Lead: Director of Nursing and Midwifery		Project Manager: Lead for Patient and Carer Experience	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Review the terms of reference for the Carer Hub, which meets bi-monthly, to enable it to address this objective.	Develop a badge/passport for Carers that is fit for purpose.	Use listening events/focus groups to gain Carer feedback on the proposed badge/passport. To gain Carer feedback on the proposed badge/passport.	Implement a pilot of the Carer badge/passport along a chosen patient pathway and then evaluate.

A Representative and Supported Workforce: 2016-17. Overall assessment 'developing'			
Objective: Following the implementation of systems and processes to address abuse, harassment, bullying and violence against staff from patients, their relatives and carers, ensure that these are fully embedded within the working practice of clinical staff, in particular Registered Nurses, Physiotherapists, and Health Care Support Workers.			
Measurement: 2016 Staff Survey results			
Director Lead: Director of HR		Project Manager: Head of HR	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Set up project group to identify key areas of work and develop action plan.	Define and commence implementation of Action Plan.	Progress on action plan was delayed.	Slow progress on actions identified in the plan. Rolled forward to 2017-18.

Inclusive leadership: 2016-17. Overall assessment 'achieving'			
Objective: Strengthen engagement activity between the RUH and local schools/colleges with the aim of encouraging young people to consider a career in the RUH / NHS, especially those from backgrounds which do not typically tend to access NHS careers and in support of the development of the future healthcare workforce.			
Measurement: Increase in the number of work experience placements and number of apprenticeships in non-clinical areas.			
Director Lead: Director of HR		Project Manager: Associate Director of Organisational & People Development	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Develop relationships with local colleges to coordinate work experience placements at the RUH for a range of students with differing aspirations.	Working closely with schools & colleges, introduce social media as a way of messaging young people about opportunities at the RUH.	Working closely with managers identify vacancies which could be recruited to using an Apprenticeship route in departments not traditionally associated with Apprentices e.g. medical secretaries, IT and cleaning.	Develop a secondary school conference which enables young people to interact with a range of healthcare staff about the wide variety of jobs & careers available in the NHS and at the RUH.

4.3 Overall the four objectives were categorised as developing or changing. Two of the four objectives are carried forward to continue the work within the areas of workforce and leadership.

5. Identification of Equality Objectives 2017/18

5.1 Based on the grading of our EDS2 evidence against the four goals and a review of the objectives in 2016/17, two equality objectives have been carried over from the previous year and two new equality objectives identified for the forthcoming year:

Better Health Outcomes 2017/18:			
Objective: To develop a range of community and hospital based high-quality frailty services that are focused on supporting an individual to receive the right care in the best environment possible, to ensure the maintenance of quality of life and independence. The implementation of the frailty service model will reduce the demand for placements into care settings, reduce length of stay and improve a person's opportunity to get home more quickly.			
Director Lead: Director of Nursing & Midwifery		Project Manager: Sarah Hudson, Deputy Divisional Manager	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Development of the business case for a Frailty Service at the Front Door (inc: review data collection, KPI, patient engagement and stories).</p> <p>Review of the workforce model to implement an extended frailty service: to become 1pm-8pm; 7 days a week.</p> <p>Develop key performance indicators for weekend attendances e.g. measurement of attendees; length of stay.</p>	<p>Introduction of the frailty front door service to include weekends.</p> <p>Measure and weekly review of the KPIs.</p> <p>Develop community links through the engagement with GP services in the measurement of frailty scoring and Comprehensive Geriatric Assessment.</p> <p>Review of the requirement for the effective management of frail patients</p>	<p>Measure KPIs and track impact.</p>	<p>Review the opportunities to redesign the medical take with a focus on frailty assessment capacity.</p> <p>Further development of an ambulatory pathway for patients over 75 years of age.</p>

Improved patient access and experience 2017/18:			
Objective: To provide high quality and sustainable Maternity services through a collaborative redesign process, engaging women and their families in order to continue to offer choice by having the right staff, in the right place and in a modern welcoming environment. This will create excellent women-centred experiences.			
Director Lead: Director of Nursing & Midwifery		Project Manager: Sarah Merritt, Head of Nursing and Midwifery, Women and Children's Division.	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Understand the current service user demographics. Assess service user experience through FFT, PALS, complaints, compliments and the service review as well as other sources of feedback such as 'In Your Shoes' focus groups	Continue to assess the services. Identify and agree any areas for improvement (through the Divisional Governance Structure) focused on access and information.	Review Picker Maternity Survey national results: benchmarking against local and national data relating to reported experience of maternity services by women, including: environment; care and choice. Scope and begin engagement events.	Continue wide engagement, with specific engagement activities (such as those outlined in Q1), for women.

A Representative and Supported Workforce:			
Objective: Roll out agreed Pilot of "Managing Challenging Behaviour and Restraint Training" to ensure that staff in clinical divisions, working on wards and departments (particularly Registered Nurses, Healthcare Assistants and Physiotherapists), are supported and have effective systems in place to address abuse, harassment, bullying and violence against staff from patients, their relatives and carers.			
Director Lead: Director of HR		Project Manager: Head of HR	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Secure provider of Training and plan content. Organise training/ rooms etc and book staff on pilot sessions	Deliver training to pilot groups.	Evaluation Pilot, plan and secure funding for full roll out of "Managing Challenging Behaviour and Restraint Training"	

Inclusive Leadership:			
Objective: To continue to embed our values, with a specific focus on 'everyone matters' specifically in relation to young people's access to Apprenticeship & work experience at the RUH			
Director Lead: Director of HR		Project Manager: Learning & Development Manager, Wider Participation	
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Make it easy for our staff that traditionally may not access opportunities for their children to find out about and access apprenticeships and work experience opportunities at the RUH.	Establish relationships with Schools Careers Officers with the purpose of enlisting them to help us identify and encourage children who may not have thought of pursuing a career in the health sector.	Produce a DVD specifically aimed at young people which promotes 'A Career for Everyone' using real examples from the RUH and focusing on opportunities in the support workforce.	Establish relationships with charities who act on behalf of young people with the purpose of identifying and encouraging a diverse group of young people to access apprenticeship and work experience at the RUH e.g. mental health, travellers, Prince's Trust.
Identify the profile and demographics of the population we serve and measure the extent to which this profile is reflected in young people's access to apprenticeships & work experience opportunities at the RUH.			

5.2 The Director of Nursing and the Director of HR will be responsible for ensuring that actions are taken to deliver these objectives and as far as possible these actions will form part of the delivery of key work programmes already planned or in place, so that equality is embedded in our work.

6. Recommendations

The Group is asked to:

- Note the four equality objectives identified as part of the EDS2 / PSED process;
- Note the approach to delivering the objectives and thereby embedding equality in the work of the Trust;
- Note that progress against these objectives will be reviewed quarterly by the Trust Equality & Diversity Committee, with a six month update to the Trust Management Board and Board of Directors in October 2017.