

Our Equality and Diversity Strategy
2015 – 2020

Foreword

We are delighted to introduce our Equality & Diversity Strategy 2015-2020.

This work builds upon our five year strategy and the development of the “Leeds Way”, highlighting the values and behaviours we live by at Leeds Teaching Hospitals NHS Trust. The Trust Board is committed to delivering the best possible care and experience to our patients, carers and staff and recognises the importance of equality and diversity as critical to this.

This plan outlines and builds upon the work that is already in place allowing it to be aligned and accelerated to embed the “Leeds Way” as “the way we do things around here”. It is clear from the extensive work to develop our values that staff want to be sure that people (patients, carers, volunteers, themselves and colleagues) are treated fairly and that Leeds Teaching Hospitals becomes the best place to receive care and the best place to work and volunteer. We believe we have made progress, however it also clear from the information we collect and the feedback we receive that there can be a difference in experience and outcome for certain groups of patients and staff. We are committed to bringing about the necessary change to ensure everyone is treated fairly and has a positive experience and outcome.

To support this we have gathered considerable information and undertook a range of engagement activities to understand what we can do to make the required improvements over time and move beyond compliance to a place where everyone is treated fairly, as part of our cultural change journey. Our strategy presents the outcomes of this work. The strategy focuses on our work programmes in regard to patient experience, patient access, health outcomes, ensuring we have a supportive and engaged staff and volunteers that are representative of the patients we serve and an environment set in the context of strong and skilled leadership.

We want this strategy to feel real and will continue to involve you in new and innovative ways to ensure that we have the highest possible levels of engagement, outcomes and experience. We will also share our progress at regular intervals and look forward to celebrating the progress we are making.

On behalf of the Trust Board, we look forward to working with you to deliver this work.

Professor Suzanne Hinchliffe CBE

Dean Royles

Chief Nurse/Deputy Chief Executive

Director of HR & OD

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1. Setting the Context

1.1 Introduction – Developing the Strategy

To achieve our ambitions we have developed our Equality & Diversity Strategy for 2015-2020. This will contribute to the delivery of our vision and goals over the next five years. It sets out a clear local approach that everyone in our hospitals will be taking to ensure that we embed effective equality and diversity practices, policies and behaviours into the “way we do things around here”. This will include how we deliver our services, the experience of our patients, carers and staff, how we engage and ensure fairness in all we do.

The content of this strategy and the supporting priority work programmes has been developed through a range of sources. This includes:

- Quantative information we collect and monitor through our patient and workforce information and that we report in our annual equality report
- Our assessment and progress against the NHS Equality Delivery System as reviewed and determined by our local assessment panel
- The development, monitoring and review of our equality objectives
- Feedback through our engagement, involvement and survey activities with patients, the public and stakeholder organisations
- Feedback through our staff engagement, feedback initiatives and from the development of the Leeds Way
- Feedback from the business planning processes of our Clinical Service Units
- National drivers of best practice guidance and benchmarking both internal and external to the NHS

To support the development of this strategy we have also undertaken a be-spoke campaign to engage with our patients, carers, public, stakeholder organisations, staff and volunteers. This has been conducted via a WayFinder campaign (an on-line tool to gather views, opinion and ideas) in respect of the Trust as both a provider of services and major employer.

Our Equality & Diversity Strategic Group (chaired by the Chief Nurse/Deputy Chief Executive and Director of Human Resources) have reviewed and reflected on this feedback to ensure the context of the strategy and its priorities are in line with what you have told us.

This strategy and its priority areas cover the full range of priorities in respect of inclusive leadership, health outcomes, patient experience, patient access and representative, supported and engaged People (staff and volunteers). This document provides a managerial framework for describing our ambitions and priorities but it will be adapted to feel real and meaningful for different audiences.

The context to our Strategy, our enablers and outcomes is presented in Appendix 1.

1.2 The National Context

This is a time of great transition for the NHS in terms of organisational and cultural change, financial challenges and the required improvements in productivity. In order to meet these challenges, delivery of our services in a culture that promotes and values equality, diversity and inclusion with our patients, carers, public, staff and volunteers is crucially important.

There are many national internal and external levers that give us a clear direction for delivery and compliance including the Legal Framework, NHS Constitution, NHS Equality Delivery System, Workforce Race Equality Standard and the Five Year Forward View of the NHS launched in 2014. But this strategy is not about achieving compliance, it's about doing the right things for the right reasons with the aim of being the best place to receive treatment or to work.

1.3 Equality and Diversity – Moving beyond compliance (the evidence base)

We need to move beyond compliance, the providing of evidence that we are being proactive and heading in the right direction. We need to be in apposition where equality for all is evident. There is a strong evidence base that shows us that where there is the integration of equality we achieve better services, a positive impact on patient outcomes and an improvement in financial efficiency. Our services need to be consciously and spontaneously considering the needs of all different patients and carers in day-to-day practice at all times, ensuring that where there are gaps in knowledge it is actively closed. It is important that all of our staff work in a well-led supported environment are involved in decision making with visible, value-based leaders. Evidence tells us that when we get this right, patient satisfaction and outcomes improve, regulators rate the organisation better, safety improves, staff feel valued, well-being improves and patient mortality rates improve.


1.4 The Local Context

Leeds Teaching Hospitals NHS Trust is one of the largest Acute Trusts in the country. We are a major employer with over 15,000 staff, a budget of £1 billion and we treat approximately 1.5 million patients a year delivering services from 7 sites. We provide care for the population of Leeds, as well as patients from further afield – regionally, nationally and internationally. Following a six-month programme of engagement with patients, the public, our partners and staff the Trust launched its five year strategy setting out a clear vision to be the best provider in the country for integrated and specialist care through the delivery of five core values and goals. This work also developed The Leeds Way” - ‘the way we do things around here’, it's what we do and crucially, how we do it, it's our goals and a co-produced set of values and behaviours.

There is no doubt that the scale of the Trust, the increasing demands on our services and the gaps in information presents challenges in ensuring we are representative

and consistent in the application of policies, best practices and behaviours to support this agenda. However this also provides an opportunity to make significant change and improvement as a large provider of patient services and as a major NHS employer. We see the E & D Strategy and delivery of its priority areas as a core part of our cultural journey to implement The Leeds Way and critical to the achievement of our goals and objectives.

The Five Year Strategy for the Trust is presented below:

					
Our vision	The leader in specialist and integrated care				
Our goals	1. The best for patient safety, quality and experience	2. The best place to work	3. A centre of excellence for specialist services, research, education and innovation	4. Seamless integrated care across organisational boundaries	5. Financial sustainability
Our objectives i.e How we will achieve our goals	<p>Drive quality improvement for patients to become the safest healthcare organisation in the country.</p> <p>Involve patients in their treatment and use their feedback on services they receive.</p> <p>Deliver all the mandatory standards in line with the NHS Constitution and all regulatory requirements including improvement of care, capacity and demand management.</p>	<p>Develop a highly engaged, high performing workforce and positive patient centred culture delivering great care for patients.</p>	<p>Ensure the Trust is a leading provider of specialist services.</p> <p>Deliver commissioners' activity and improved patient pathways by widespread deployment of improvement techniques, removing waste and increasing productivity.</p> <p>Be an outstanding research and education organisation.</p>	<p>Improve care and services through integration and collaboration across networks and partners.</p>	<p>Improve financial margins to support the delivery of high quality care.</p> <p>Seek out mutual business development growth opportunities to benefit the Trust, its patients and the Leeds City Region.</p>
The Leeds Way	Patient-centred	Fair	Collaborative	Accountable	Empowered

1.5 Equality in Action

Below sets out a cross-section of examples of equality in action within the Trust that show we are moving in the right direction.

(To insert further examples currently under development including ‘Get Me Better Champions and interpreting service.)

Trans Equality Pledge

In recognition of the specific roles and responsibilities of the Trust in making sure Trans staff, patients and carers are treated fairly and in appreciation that there is limited understanding and knowledge across the Trust on Trans, the Trust Board signed up to the Trans Equality Pledge in 2013 that had been developed by the West Yorkshire Trans Equality Forum. This has resulted in the Trust setting up a Trans Policy Task and Finish Group with involvement from the local Trans community, providing Trans-awareness briefing sessions for staff and the Director of HR and Organisational Development being a key note speaker at the West Yorkshire Trans Day of Remembrance in 2014 encouraging other public sector organisations to sign up to the Trans Equality Pledge.

The Trust continues to work towards Trans equality in the workplace and delivery of patient care with the steer of the Trans Equality Pledge and looks forward to making significant improvement over the next five years.

2. Our Ambitions

Our goals clearly state that we want to be regarded as “the best place for patient safety, quality and experience and “the best place to work”. To achieve this it is critical that we continue to:

- improve the quality and consistency of patient access and experience
- deliver better health outcomes for all
- ensure “our people” are representative of the patients we deliver services to
- ensure “our people” have a positive experience at work, are offered opportunities to meet their full potential and “live its values”
- ensure our commitment and leadership to creating an environment that promotes equality, diversity and embed The Leeds Way in all that we do

Targeted ambitions

- ***we will take positive steps to increase the representation of Black, Asian and Minority Ethnic staff at Band 8b and above and close the gap by at least 50% by 2020***
- ***we are committed and will take steps to ensure that our workforce is broadly representative of the communities we serve at all levels of our organisation by 2020***
- ***we will improve the results of the 2 staff survey key findings (in respect of discrimination and equal opportunities) for our Black Asian and Minority Ethnic staff by a reduction of (to insert) for experiencing discrimination (25% in 2014 against Trust average of 12%) and improve the score for believing the Trust provides equal opportunities by (to insert) (70% in 2014 against Trust average of 86%)***
- ***we will take positive steps to increase the staff engagement score for our disabled staff and close the gap by at least 50% by 2020***
- ***we will take positive steps to reduce over representation of Black Asian and Minority Ethnic staff and Men in our conduct procedures and close the gap by at least 50% by 2020***
- ***we will undertake a random sample to review our recruitment and selection processes***
- ***we will review our approaches to talent management for staff at Bands 6/7 to release potential***
- ***we will improve the experience of Trans staff, patients and carers by providing evidence against all five objectives of the Trans Equality Pledge by 2020***
- ***we will improve the experience of staff, patients and carers with mental health problems by working in partnership with external organisations by 2020***
- ***we will improve the experience of patients that do not have a religion or belief in the delivery of our care by 2020***
- ***we will take steps to ensure the rate of outpatient do not attends, readmissions, referral to treatment breaches and accident and***

emergency breaches are broadly representative of the patients we serve in relation to Black Asian and Minority Ethnic, Age and Religion or Belief by 2020

- ***we will improve the experience of Lesbian, Gay and Bisexual patients and carers by moving from the Top 20 to Top 10 in the Stonewall Healthcare Equality Index by 2020***
- ***we will take steps to ensure ready access to hospital services and information from the first point of contact for all patients and carers by 2020***
- ***we will improve patient survey results of older inpatients, young patients accessing Maternity Services, Lesbian, Gay and Bisexual patients accessing Accident and Emergency and Black Asian and Minority Ethnic outpatients by 2020***

2.1 Key Principles

In developing this Strategy, we have agreed a set of core principles that underpin the development and delivery of our ambitions and priority areas. The principles are:

- we will ensure that the delivery of the best patient care is at the centre of what we do
- we will regularly review the priorities through feedback and information to ensure they are grounded in reality for patients, public, staff and volunteers
- we will measure and publish progress against our priorities twice a year on our website and intranet
- we will share and celebrate examples of improvements and changes made as a result of the feedback and the priorities in the strategy
- we will benchmark our activities in line with best practice models and accreditations both internally and externally to the NHS
- we will work in partnership and collaboratively with stakeholders, partners and communities to take forward this strategy
- we will strive for continual improvement and change
- we will ensure our policies, processes and systems are supportive and monitored to ensure the delivery of good practice in equality and diversity

2.2 Linkages to other Strategies and Plans

This plan has been developed with clear alignment to the development of other complementary strategies in the Trust. This is particularly focused on our Quality Improvement, Patient and Public Engagement, Public Health and People Strategies (including complimentary chapters in respect of Staff Engagement and Volunteering).

3. Our Programmes of Work

To achieve our ambition and embed the equality and diversity in everything we do, we will focus on six main areas:

Details of our programmes of work and priority areas are outlined in **Appendix 2**.

Workstream 1 – Better Health Outcomes

We know that a “one size fits all” approach in the delivery of our hospital services directly leads to inequality and that no matter how difficult this may be to implement at times it should never be overlooked. We will make sure that our staff are provided with the right support and knowledge to be able to ensure there are no inequitable practices. We will continue to close the gap on the personal data we collect on patients to make sure we can accurately identify whether or not there are any trends in patient activity that need to be looked into further.

Workstream 2 – Improved Patient Access

We know we are on a journey to making sure all patients and carers can readily access hospital services and appreciate the urgent need in coming to the end of that journey as soon as possible. We will continue to engage with NHS England on the development of the NHS Accessibility Standard to make sure implementation of the specific requirements at the earliest opportunity. We will make sure to look beyond the Standard and consider access from a religious or belief and race perspective.

Workstream 3 – Improved Patient Experience

We know positive patient experience is achieved through people being informed and provided the opportunity to be involved in decisions about their care. We will continue to develop support for staff on how they can effectively involve and engage all patients and carers with the ultimate goal of a good cross-section of people reporting positive experiences about their care. We will make sure concerns and complaints about services are handled respectfully and efficiently and continue to explore and implement ways of taking PALS out into the communities to encourage reporting.

Workstream 4 – Inclusive Leadership

Having strong and committed leadership will be critical to our success and achieving the ambitions of this strategy. We will support and hold our leaders to account in managing in a way that embeds The Leeds Way and promotes equality and diversity. We will continue to ensure that diversity considerations are fully integrated into the “business” of the organisation through our committee structures, documentation, planning processes and the management of risk. We will strive for continuous improvement in all that we do and will benchmark ourselves against best practice.

Workstream 5 - Our People (Staff and Volunteers) are representative of the communities we serve

We know and believe that to deliver the best possible services and patient experience, our staff and volunteers must represent and feel connected to our patients. We want to fully understand the profile of our people and their experience at work. We will review our approaches to talent management to ensure our staff have equality of access to development programmes, coaching, mentoring and shadowing in order to develop their potential and develop the leaders of the future. Our volunteering strategy also stresses the importance of a diverse, supported and valued volunteering service. We will explore new and innovate ways to promote LTHT opportunities within our local communities, schools and colleges.

Workstream 6 – Our People (staff and volunteers) are supported and engaged

We want our staff and volunteers to report a positive experience and believe that LTHT is the “best place to work or volunteer”. We will review our staff feedback to listen to experience and outcomes from all of our staff and will take steps to understand this further and take action where required. We will focus on a safe and supportive work environment that is has a zero-tolerance to bullying, violence and abuse. Our Staff Engagement Plan has clear priorities in respect of Leadership, Health & Well-Being, two way communications and engagement and recognition and celebration.

4. Delivering the Strategy

4.1 Presenting and Promoting the Plan

The Equality & Diversity Strategy and priorities provides a managerial framework for describing our ambitions and priorities. It is really important that patients, the public, staff and volunteers feel a sense of reality and connection with what we are striving to achieve. We will promote and review the plan in the most meaningful ways to ensure it becomes real. This will include presenting the ambitions and commitments within the strategy in different formats and as part of forum events. We will also use staff and patient case studies and stories to share experiences.

4.2 Roles and Responsibilities

All staff have a responsibility within the strategy for ensuring we achieve our ambitions of making Leeds Teaching Hospitals the best place for patient safety, quality and experience and the best place to work. We all have a responsibility for ensuring that we exemplify the Leeds Way in the way we work and interact with our patients, public and colleagues.

In particular we want all those involved in the management of people for example Ward Leaders, Heads of Services, Supervisors, Team Leaders, Senior Leaders and Trust Board Member to be visible, fair and demonstrate behaviours that embody the Leeds Way. We will support our managers to lead in a way that promotes equality, values diversity and embeds The Leeds Way. To achieve this we will provide information, metrics, tools and resources to enable our managers and leaders (within Clinical Service units and corporate services) to feel informed and skilled in supporting and promoting equality & diversity. We will also celebrate good practice against these qualities and hold those to account who do not live these values and behaviours.

4.3 How will we measure progress?

To successfully embed our Equality & Diversity strategy, it is important that we demonstrate that we are monitoring and measuring the improvements we are making. Some of these measures will be mandated to us and others will be local measures of progress and success. We will publish our progress against these measures to ensure visibility for patients, the public and our staff. Individual work programmes will have their own milestones and measures but collectively we will focus on:

- Information monitored and reported as part of the Public Sector Equality Monitoring Report
- Assessment and compliance with the NHS Equality Delivery System
- Progress against the Workforce Race Equality Standard
- External best practice accreditations and standards including Stonewall, West Yorkshire Trans Equality Pledge, Two Ticks and Mindful Employer
- Patient Feedback through Surveys, Complaints, Comments & Compliments)
- Response rate and results of Staff Surveys and Feedback activities (including the Friends and Family Test)
- Metrics including Appraisal Rates, access to training opportunities
- Monitoring of cases
- Feedback from Exit interviews
- Observations, walkarounds and “back to the floor” by senior leaders
- Benchmarking data from other NHS Trusts

4.4 How will we oversee progress and review the strategy?

The delivery of the Strategy will be overseen by the Strategic Equality & Diversity Group co-chaired by the Chief Nurse/Deputy Chief Executive and Director of Human Resources & Organisational Development. The Group is responsible for setting the strategic direction of the agenda, monitoring its delivery and championing the values and behaviours of the Trust. This group has a membership of corporate leads, staff representatives from our Clinical services Units & corporate functions and staff side representatives. The Group will review progress against planned priority areas in line

with actions and timescales as well as feedback from on-going engagement activity. Six monthly reports comparing progress with our ambitions will be published and reported to the Quality Assurance Committee with an annual report to the Trust Board. We will also report on progress as part of the Trusts Annual Report.

Appendix 1 - Setting the E & D context at LTHT

Appendix 2 - Details of our work programmes and priorities

Appendix 3 - Our patient and staff population

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