

**NHS Equality Delivery System (EDS2022)**

**Domain 2: Workforce Health & Wellbeing**

## **EDS Ratings & Scores**

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| Refer to Pages 17 to 24 in the [EDS Ratings and Score Card Guidance](https://www.england.nhs.uk/wp-content/uploads/2022/08/EDS-2022-ratings-and-score-card-guidance-v2.pdf) for a full explanation of the new rating and scoring procedure and to ensure ratings and scores are correct.  Each outcome must be scored and all scores of all outcomes added together. This will provide the overall score and the EDS Organisation Rating. Ratings in accordance to scores are below: | |
| **Undeveloped activity** – **organisations score 0 for each outcome** | Those who score **under 8,** adding all outcome scores in all domains, are rated **Undeveloped** |
| **Developing activity** – **organisations score 1 for each outcome** | Those who score **between 8 and 21,** adding all outcome scores in all domains, are rated **Developing** |
| **Achieving activity** – **organisations score 2 for each outcome** | Those who score **between 22 and 32,** adding all outcome scores in all domains, are rated **Achieving** |
| **Excelling activity** – **organisations score 3 for most outcomes** | Those who score **33,** adding all outcome scores in all domains, are rated **Excelling** |

| **Domain 2** | **Outcome** | **Evidence** | **Score/**  **Rating** | **Owner/Lead** |
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| **Workforce health and well-being** | **2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions** | The Trust provides a comprehensive range of employee support services to ensure each member of staff has the support they need at work to manage all health conditions, including obesity, diabetes, asthma, COPD and mental health conditions. The Trust has an [Employee Assistance Programme](https://intranet.leedsth.nhs.uk/departments/human-resources-hr/staff-health-wellbeing-support/staff-mental-wellbeing/care-first-employee-assistance-programme-eap/) (EAP), which provides independent and confidential advice and counselling, a confidential [Staff Counselling Service](https://intranet.leedsth.nhs.uk/departments/human-resources-hr/staff-health-wellbeing-support/ltht-staff-support-services/mental-health-first-aid/internal/return-to-the-workplace-counselling-service-for-staff-who-have-been-shielding-due-to-covid-19/), an [Occupational Health Service](https://intranet.leedsth.nhs.uk/departments/human-resources-hr/staff-health-wellbeing-support/ltht-staff-support-services/occupational-health/) and a [Chaplaincy Service](https://intranet.leedsth.nhs.uk/departments/human-resources-hr/staff-health-wellbeing-support/ltht-staff-support-services/pastoral-care-chaplaincy-support/), which provides support to both patients and staff. In addition, the Trust has Mental First Aiders and a range of staff networks representing all protected characteristics to ensure barriers to access to staff services and support are raised and addressed. This includes a Men’s Health Network.  Significant focus has been placed on increasing flexibility within the Trust, advocating its use as a solution to current workforce challenges, to positively impact workforce capacity and gaps, engagement, retention and attraction. All staff have the opportunity to explore greater flexibility, with a focus on preference rather than reason, to create an inclusive and personalised approach. Procedures have been fundamentally changed, and staff support has been delivered. Personalised People Management (PPM) further embeds flexible working by empowering Managers through a range of resources and support to be understanding of staff by actively listening, involving staff in the resolution of any issues they may have, being timely in their response to staff and always considerate of their health and wellbeing and psychological welfare. Furthermore, the Retirement Policy provides staff with a number of positive flexible working options including 'step down' and ‘wind down'. This is in addition to the option ‘retire and return’ and the Supporting Attendance Policy refers to flexible working as an option to manage absence as effectively as possible from the staff and service perspective, reducing as far as reasonably possible the negative impact on all protected groups and staff with caring responsibilities. PPM is in turn placed at the core of this policy.  To provide further support to both staff and their Managers, a disability passport and reasonable adjustments guidance has been produced to ensure barriers and obstacles in the workplace for disabled staff are shared and removed or mitigated as far as reasonably possible. It is known through qualitative and quantitative data that the Trust needs to improve on the meeting of reasonable adjustments in the workplace. | **2**  **Achieving** | **Head of HR – Health & Wellbeing** |

| **Domain 2** | **Outcome** | **Evidence** | **Score/**  **Rating** | **Owner/Lead** |
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| **Workforce health and well-being** | **2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source** | Inclusive Conversations (ICs) have been developed as part of the three-pronged approach to the Trust achieving its Free From Discrimination People Priority, specifically to engender an inclusive culture. All CSUs are being supported to set in motion every single member of staff being part of a meaningful, psychologically safe and substantive conversation on inclusion within their own teams. Dedicated support from OD&C is provided to enable and empower CSUs to determine and implement the best approach. The foundations to the ICs are recognition and understanding that they are for the benefit of every single member of staff with no exception and we all as human beings have the very real potential of treating others less favourably unintentionally.  Allyship Programme ‘IAPPLAUD’ bespoke to the Trust, developed, recently reviewed and diversified beyond race. Relaunched and delivered with the support of all staff networks with the purpose of empowering and supporting bystanders to address any form of abuse, harassment, bullying and violence, shifting it from being the responsibility of the victim and reducing the risk of it not being addressed.  Equality, Diversity and Inclusion (EDI) Champions and BME Champions established, supported and continuously recruited across CSUs to provide immediate support and direction on issues and queries related to EDI  Rate of staff experiencing harassment/discrimination at work measured as part of the NHS Staff Survey across all protected characteristics and professionally analysed with the funding of a bespoke annual report to ensure meaningful targeted work. Work on the NHS WRES, WDES and Rainbow Assessment provide further focus and wider engagement for fit-for-purpose action  Mandatory Equality, Diversity and Inclusion Training clearly sets out the different types of discrimination and what exactly amounts to harassment. Emphasis is furthermore placed in Corporate Induction for all new starters that we as human beings have the very real potential of treating others less favourably unintentionally and need to be proactive. The Executive Director of Organisational Development and Human Resources attends every Corporate Induction to share their experience to reinforce the importance and to empower staff to relate and in turn action. Additional non-mandatory training across the different protected groups, as well as Unconscious Bias and Dignity at Work enables the empowerment.  Positive action programmes developed as part of the three-pronged approach to LTHT achieving its Free From Discrimination People Priority. This specifically acknowledges the year-on-year negative differential experience in accessing career progression and promotion opportunities and year-on-year significant under-representation of senior staff. Positive action programmes include:  **Moving Forward**  Annual 6-month personal development programme for BME staff in supervisory roles who wish to progress further.  **Nurture You**  12-month developmental programme for internationally educated Band 5/6 registered nurses who are employed at LTHT and received their nursing qualification outside of the UK.  **Ready Now**  Pilot programme to accelerate the career of senior BME staff ready to take the next step into a more senior role.  **Reciprocal Mentoring**  Annual mentoring scheme to a) expand cultural competence and reduce unconscious bias of at least 15 staff at Board and senior management level each cohort and b) expand leadership skills of at least 15 staff each cohort that represent protected groups, including BME, disability and LGBT+.  **Moving Up**  A 2-day programme to support staff who wish to develop and progress their career and which ring fences a number of places for protected groups. | **2**  **Achieving** | **Head of HR – Organisational Development & Culture** |

| **Domain 2** | **Outcome** | **Evidence** | **Score/**  **Rating** | **Owner/Lead** |
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| **Workforce health and well-being** | **2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source** | Within the Trust there is a Dignity at Work Policy and approximately 50 Dignity at Work Advisors to provide confidential, independent advice and support to staff in relation to workplace concerns. Through collaborative working with the Freedom to Speak Up Guardian and different staff networks the support offered has been strengthened, streamlined and become more accessible and inclusive, year-on-year improving in being reflective of the workforce.  The Trust’s Freedom to Speak Up Guardian supports staff to speak up if they feel unable to do so by other routes. The Guardian ensures that people who speak up are thanked for doing so, that the issues they raise are responded to, and that the person speaking up receives feedback on the actions taken. The Freedom to Speak Up Policy has recently been reviewed to reflect the approach and ensure people are empowered to speak up internally or externally about anything that gets in the way of patient care or affects working life.  A new Resolution (Grievance) Policy has been approved, which has been developed with input from a wide cross-section of staff experience. The main focus is primarily sustainable resolution of workplace concerns with the expectation that all parties work collaboratively to achieve this. The new focus aims to avoid lengthy investigations therefore arriving at resolution in a much mor  e timely way, safeguarding psychological safety and health and wellbeing.  All policies are equality impact assessed to ensure any disproportionate negative impact is mitigated.  Five staff networks have been established with Chairs and Executive Sponsors to assist in unblocking barriers and obstacles, including BME Staff Network, Lesbian, Gay, Bisexual and Trans+ Staff Network, Disabled Staff Network, Female Leaders and Religion or Belief/Interfaith. All staff networks have the purpose of driving forward positively and proactively the addressing of strategic issues affected by the protected group, including bullying, harassment and discrimination. All staff networks acknowledge intersectionality and the need to work collaboratively together.  Challenging Behaviours Steering Group has been established to support staff following an experience of violence or aggressions within the workplace and to encourage reporting of such instances and utilising the data to reduce instances moving forwards. The Group aims to achieve this utilising a new collaborative approach between specialties including HR, Estates and Facilities, and Clinical colleagues, which result in holistic solutions. New ‘Report for Support’ campaign launched to engage patients and visitors to report, as well as staff, one key outcome. | **2**  **Achieving** | **Head of HR – Organisational Development & Culture** |

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| **Workforce health and well-being** | **2D: Staff recommend the organisation as a place to work and receive treatment** | According to the NHS Staff Survey 2022 Results:   * 59.3% of staff would recommend the Trust as a place to work * 68.4% of staff responded that if a friend/relative needed treatment they would be happy with standard of care provided by the Trust.   As a consequence of the NHS Staff Survey 2022 Results there are a number of actions that have been developed. One action developed and currently being implemented is for all leavers to be offered an exit interview. As a result, Clinical and Corporate Service Units (CSUs) are using feedback from exit interviews to better understand why people leave and to identify where action can be taken to address any concerns that are highlighted.  In addition, the Trust collates and compares the experiences of all protected groups against other staff members across all staff survey questions. Remedial action is set out in the Trust’s EDI Action Plan, which incorporates actions related to staff-survey related indicators for the NHS Workforce Race Equality Standard, NHS Workforce Disability Equality Standard and NHS Rainbow Badge Assessment. | **1**  Developing | **Head of HR – Organisational Development & Culture** |