UHNM Equality, Diversity and Inclusion Strategy

2022-2025

Foreword

Tracy Bullock, Chief Executive

I am delighted to introduce our Equality, Diversity and Inclusion (EDI) Strategy – our strategic framework for the next 3 years 2022-2025. This strategy builds upon much of the excellent work that is already in place and demonstrates our commitment to diversity and inclusion for our workforce, the way we care for our patients and service users and how we deliver our business.

The NHS was established on the principles of social justice and equity, but the Covid-19 pandemic has intensified social and health inequalities. We have all been reminded how critical it is to look after our people – and that we need to do more to create compassionate and inclusive cultures building on the motivation at the heart of our NHS to look after and value our people, create a sense of belonging and promote a more inclusive service and workplace.

Promoting and supporting diversity in the workplace is an essential aspect of good people management. We recognise that we must give our colleagues a powerful reason to stay and grow within the organisation,

and this comes from a sense of belonging. We will reap the benefits of a diverse workforce through fostering an inclusive culture that embraces difference. Our commitment to diversity and inclusion will be used to advance our organisational development and behaviour and culture change.

Equality of opportunity and the embracing of diversity must be central to everything we do. Equality makes good business sense and I and the Trust Board are committed to ensuring that equality, diversity and inclusion is core to our business and that our organisation is a place where our staff can thrive and our patients and service users feel they are treated with dignity and respect and get the best possible health outcomes.

Equality at its core, equality means fairness, or equity. We must ensure that individuals, or groups of individuals are not treated less favourably or do not have the same opportunities because of their protected characteristics

Diversity is recognising, respecting, celebrating and valuing each other's differences. A diverse environment is one with a wide range of backgrounds and mind sets, which allows for an empowered culture of creativity and innovation

Inclusion means creating an environment where everyone feels welcome and valued and confident to be themselves

When all three of these elements are working together, greater impact and change can be achieved

1. Introduction

This strategy reflects our organisation's commitment to ensure our services are accessible and meet the diverse needs of the populations we serve.   It aims to positively promote inclusivity and to ensure personalised care.   It also identifies our workforce aspirations and establishes priority areas to support and promote diversity, inclusion and equity for all staff.

Our UHNM Vision, Strategic Priorities and Values

Our Vision was developed to set a clear direction for the organisation to become a world class centre of clinical and academic achievement and care. One in which our staff all work together with a common purpose to ensure patients receive the highest standard of care the place in which the best people want to work.

Our Vision – Delivering Exceptional Care with Exceptional People

Through our organisation wide 'Improving Together' programme, which is a Trust wide approach to quality improvement, we have reviewed our organisation wide strategic vision and priorities.

Whilst the ambitions outlined within our 2025 Vision remain true, we have simplified our vision statement to provide greater clarity and our refreshed strategic priorities and objectives are aligned to our Improving Together programme.

Our Strategic Priorities and Objectives

High Quality	Responsive	People	Improving & Innovating	System & Partners	Resources
Providing safe, effective and caring services	Providing efficient and responsive services	Creating a great place to work	Achieving excellence in development and research	Leading strategic change within Staffordshire and beyond	Ensuring we get the most from the resources we have, including staff, assets and money

Our Values

We continue to encourage a compassionate culture through our values, which identify the attitude and behavioural expectations of our staff.

Our Values
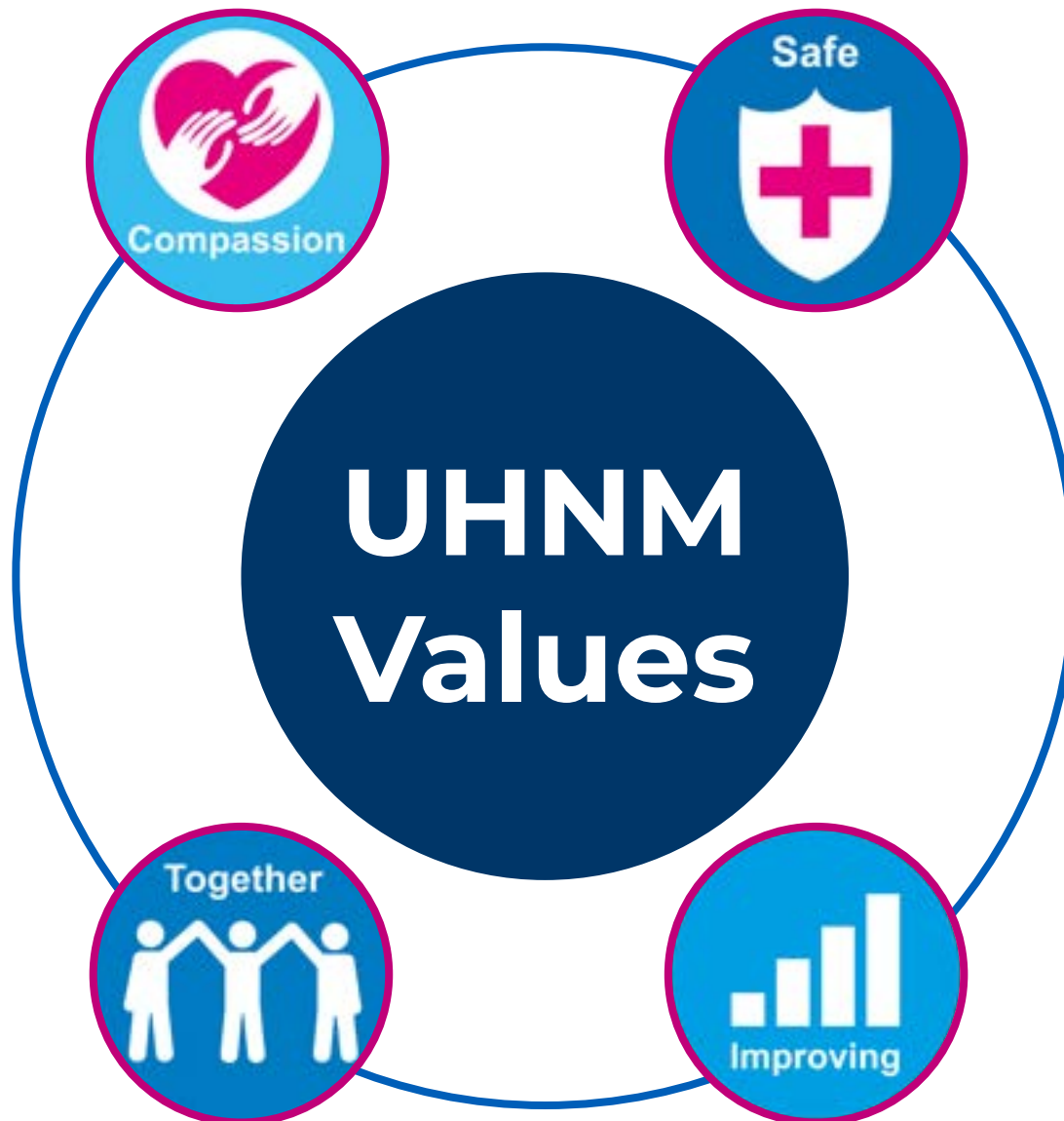
Together
We are a Team – I will be considerate, help others to achieve our goals and support others to make positive changes
We are Appreciative – I will acknowledge and thank people for their efforts and contributions
We are Inclusive – I will be open and honest, welcome people's views and opinions and involve people in the decisions that affect them

Compassion
We are Supportive – I will be empathetic and reassuring. I will support and encourage people when they need it
We are Respectful – I will treat people fairly, with respect and dignity, protect their privacy and help them to feel comfortable
We are Friendly – I will be welcoming and approachable. I will make eye contact, say hello and introduce myself

Safe
We Communicate Well – I will explain clearly, share relevant and timely information and keep people updated
We are Organised – I will plan ahead, manage my time well and be prompt in what I do
We Speak Up – I will contribute to ensuring health and constructive feedback for all so we can feel safe to challenge inappropriate care and behaviour and promote our values

Improving
We Listen – I will welcome people's views and ideas, invite people to ask questions and share their opinions and respond to what I hear
We Learn – I will share best practice, celebrate good performance and support others to use their skills, learn and grow
We Take Responsibility – I will have a positive attitude, act and encourage people to take the initiative and make improvements.

2. Background

This strategy reflects our organisation's commitment to ensure our services are accessible and meet the diverse needs of the populations we serve. It aims to positively promote inclusivity and to ensure personalised care. It also identifies our workforce aspirations and establishes priority areas to support and promote diversity, inclusion and equity for all staff.

This will contribute to the delivery of our vision and priorities over the next 3 years and sets out a clear approach to embed effective diverse and inclusive practices, policies and behaviours into everything that we do – this will include how we deliver our services, the experiences of our patients, carers and staff, how we engage and how we ensure fairness and compassion. The content of this strategy and the supporting framework of work has been developed through a range of sources which include:

- Quantitative information we collect and monitor through our patient and workforce information and that we report in our annual equality and inclusion report
- Feedback through our engagement and involvement activities with patients, the public and stakeholder organisations and internally with our workforce
- National and regional drivers of best practice guidance and benchmarking

National Context

There are multiple national, internal and external sources that give us a clear direction including the Equality Act 2010, the Health and Social Care Act 2012, the NHS Constitution, The Equality Delivery System, Workforce Race Equality Standard, Workforce Disability Standard, The NHS Plan, NHS Accessible Information Standard and the NHS People Plan.

National Context

The NHS Plan sets out the action the NHS will take to strengthen its contribution to prevention and health inequalities.

Health inequalities are avoidable, unfair and systematic differences in health between different groups of people.   Commonly used to refer to differences in the care that people receive and the opportunities that they have to lead healthy lives, both of which can contribute to their health status. In England, health inequalities are often analysed and addressed by policy across four factors:

- socio-economic factors, for example, income
- geography, for example, region or whether urban or rural
- specific characteristics including those protected in law, such as sex, ethnicity or disability
- socially excluded groups, for example, people experiencing homelessness

For reasons both of fairness and of overall outcomes improvement, the NHS Long Term Plan takes a more concerted and systematic approach to reducing health inequalities and addressing unwarranted variation in care. While we cannot treat our way out of inequalities, the NHS can ensure that action to drive down health inequalities is central to everything we do.

The NHS People Plan

The NHS People plan sets out actions to support transformation across the whole NHS. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging. The NHS People Plan provides national, regional and local actions to support the NHS workforce, and in turn provide the best possible healthcare services. The Plan, published in July 2020 focuses on equality and tackling inequalities throughout. The People Plan recognises the challenges and impact of Covid-19, particularly focusing on the existing inequalities that impact upon communities and staff from protected groups. vNHS organisations are expected to create a compassionate and inclusive culture in the workforce, which is underpinned by our organisational Values and reinforced by our commitments in this Strategy.

Key Themes from the NHS People Plan

We have aligned our Trust People Plan and this Strategy to the national, regional and system equality, diversity and inclusion priorities driven by The NHS People Plan:

Looking after our people	Belonging in the NHS	New ways of working and delivering care	Growing for the future
Actions we must all take to keep our people safe, healthy and well - both physically and psychologically.	Highlighting the support and action needed to create an organisational culture where everyone feels they belong.	Effective use of the full range of our people's skills and experiences to deliver the best possible patient care.	Build on renewed interest in NHS careers, to expand and develop our workforce, as well as taking steps to retain colleagues for longer.

Public Sector Equality Duty (PSED)

The Public Sector Equality Duty is a duty on public authorities to consider or think about how their policies or decisions affect people who are protected under the Equality Act. In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

• Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
• 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

The Act explains that having due regard for advancing equality involves:

• Removing or minimising disadvantages suffered by people due to their protected characteristics
• Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
• Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

Human Rights Act (1998)
The Human Rights Act (1998) is the legislation which protects human rights in the UK through specific "articles" which go beyond the nine protected characteristics to outlaw discrimination on all grounds. As a public authority the Trust must ensure that none of our policies, procedures or strategies infringe the human rights of staff or patients. In practice this means treating individuals in line with the FREDA Principles: fairness, respect, equality, dignity and autonomy whilst also safeguarding the rights of the wider community when developing policies and procedures and carrying out our functions.

Our Equality, Diversity and Inclusion Governance Arrangements
Our Equality, Diversity and Inclusion Group meets on a bi-monthly basis and advises on a range of initiatives, reports and actions. Regular progress reports are monitored through our governance committees and to the Trust Board.

Consultation and involvement of staff and service users

We are committed to ensuring that our staff and service users are involved in shaping our equality, diversity and inclusion work and have opportunities to influence and contribute. We do this through our staff diversity networks and our patient user groups. We know that by working in partnership with patients, carers, community organisations and our staff that we can develop services that meet local need and a workplace that enables all our employees to thrive.

Equality Monitoring

Good quality transparent data enables us to identify priorities and measure our effectiveness and how inclusive we are as an employer and service provider. We recognise that the data collection of protected characteristics for both staff and patients' needs to be improved in order for us to fully understand who is using our services and the needs of our workforce.

Equality Impact Assessment

All public bodies have a statutory duty to set out arrangements to assess and consult on how their policies and functions impact on equality.   At UHNM this has been applied to assessments on all our policies,   guidelines and practices that impact on protected characteristics.   We have a well-established pathway for the approval of procedural documents and policies which include the review of Equality Impact Assessments and Action Plans (where applicable).   A Quality Impact Assessment similarly reviews impacts of significant changes to services we provide.

3. Our current context – where are we now?

We are working hard to achieve a more inclusive workplace where staff are encouraged to be themselves and deliver their best at work. We are determined to build a workforce that is more representative of our local communities. We know that by achieving this, we are best placed to deliver our objective of delivering fair, inclusive and accessible services for all. Over recent years we have taken forward significant pieces of work to develop equality, diversity and inclusion across our services and workforce.

Below is an overview of some of our recent activities to support inclusive and accessible services for our patients and service users:

- Development of diverse Spiritual Care Team to meet the needs of service users
- Introduced training videos to help staff to fully support visitors and patients who are blind, partially sighted or hearing impaired
- Introduction of a RESPECT document to personalise end of life care
- Creation of guidance for staff in care after death for Muslim children
- Introduction of an alert system on IPortal which identifies patients with special needs
- Introduction of LED boards to aid communication with patients with dementia, learning difficulties and patients with tracheostomies
- Health Literacy Training to aid shared decision making
- Learning Disability (LD) Alert Flags which are notified to our LD nurse to ensure involvement in the care of the patient
- Creation of a page on the Trust website for people with Learning Disabilities to access blank 'hospital passports' and easy read information leaflets and other information
- Learning Disability e-learning package provided within to staff where this is essential to their role
- Ongoing monitoring of Learning Disability deaths and readmission within 30 days to identify lessons which can be learned to improve care
- Monitoring of readmission of patients with dementia, long with inappropriate transfers to identify lessons learned
- Dementia Awareness Training, including a focus on those providing elderly care
- Mental Health Awareness Training available

Activities to promote equality in employment

Our Staff Networks (the Ethnic Diversity, LGBT+ and Disability & Long Term Conditions) actively influence and contribute to our equality, diversity and inclusion activities designed to eliminate inequality and barriers that can be faced by people from protected groups in the workplace.   Highlights of their work with the Trust to promote workforce equality and inclusion include:

- The launch of our Reciprocal Mentorship programme with members of our Ethnic Diversity staff network matched with Board and senior leaders
- Reviewed our Recruitment Policy to include a requirement for diverse recruitment panels for Band 6 and above, and introduced an audit process
- Reviewed and updated our Flexible Working Policy and launched a new Agile Working Policy
- We have made all roles automatically advertised as available for less than full time working.
- Introduced Disability Leave and a Tailored Adjustment Plan (Disability Passport)
- Launched dedicated Staff Network Facebook Groups and email addresses for each of the Staff Networks, who are all championed and supported at Board level by an Executive Sponsor
- Introduced a Belonging in the NHS Inclusivity Masterclass to our Leadership Development Programmes
- Refreshed our Transgender Policy and introduced Trans Awareness Training for staff
- Over 3,500 staff have signed our Rainbow Badge pledge to demonstrate visible support to LGBT+ inclusion
- Supported Project Search and widening participation programmes
- Staff Networks Celebration event
- Promoted the Black History Month campaigns with a focus on the importance of Allies, and the creation of an animated video 'how to be an effective ally' and our annual Show Racism the Red Card event
- Issued infographics to raise awareness and demonstrate our progress against the WRES and WDES
- LGBT+ Network filmed a Pride Month video, all about the work of the Network, our Rainbow Badge initiative and what we are doing to make UHNM the best place it can be for LGBT+ staff and patients. Network Executive Sponsor and Network Chair held a Facebook Live session in September 2020 to report back on the findings of our LGBT+ survey and how this is shaping the priorities of the Network
- Our LGBT+ Chair and Executive Sponsor have held a series of LGBT+ podcasts
- We marked International Women's Day with a series of profiles on inspirational women from across the organisation.   As part of the celebrations our Chief Executive, Tracy Bullock recorded a short video where she discussed her role as a CEO and the place of women as leaders in the NHS
- LGBT History Month February 2021 was celebrated with a social media campaign focusing on UHNM LGBT+ Hero's and an awareness campaign about the importance of pronouns
- In collaboration with our ICS system partners launched system wide Staff Network Groups and diversity and inclusion awareness events

4. How we have developed this strategy?

In developing our strategy we have worked with our Staff Networks, Patient User Groups, Clinical Commissioners, Partnership Trusts and local Healthwatch organisations to help shape and define our direction over the coming three years.

Over the life of the strategy we will continue to promote our vision, our priorities and our plans. We will do this through a wide range of different formats and communication channels. In particular, we will use staff and patient case studies and stories to share experiences that have influenced our priorities.

5. Our Strategic Priorities and Delivery Plans - Where do we want to get to?

This EDI Strategy has been developed based on the feedback from staff, service users and other stakeholders and shaped by the equality duties and data reviewed for our service user and workforce populations. We have identified seven priorities:

Priority 1: Inclusive patient feedback; Listen to and act on the lived experiences of our patients

What we will do:
- We will be exploring greater links with key stakeholders and community organisations, holding engagement opportunities to share learning and gain further understanding of their needs
- We will expand our service user engagement and opportunities to reach diverse communities and ensure those who engage with the Trust are monitored in relation to their protected characteristics
- We will continue to monitor the protected characteristics of people who have concerns or complaints about our services and ensure any trends or concerns are escalated accordingly
- We will monitor service user and carer protected characteristics when analysing satisfaction with care and treatment where appropriate and feasible
- We will ensure our services are commissioned and delivered in relation to local health needs and there are systems in place to support this
- We will listen closely to staff and patient stories that highlight the impact of discrimination, we will discuss them at our Board and in senior leadership discussions to help us learn and help us make better, more inclusive decisions

1

Priority 2: Inclusive patient access

To ensure that Equality Impact Assessment (EqIA) is a robust process that offers both assurance and opportunities for improvement that address inequalities in access to services

2

What we will do:
- We will work in partnership with all our local health and care partners to address health inequalities in access to and provision of services
- We will introduce a new communication accessibility alert to the Careflow system which highlights where patients have alternative communication formats such as large print and easy read information. We will introduce new functionality to automatically generate outpatient letters in the patients required format
- We will improve implementation of the Accessible Information Standard ensuring people who have a disability, impairment or sensory loss are provided with information that they can easily read or understand, and with support, communicate more easily with health and social care services
- We will ensure that there is a process in place to consistently identify and meet the information and communication needs of people with a sensory or cognitive impairment or loss
- We will be reviewing the effectiveness of our interpretation and translation services so as to ensure that patients can be communicated with appropriately, effectively and as timely as possible
- We will develop web-based (disability) access guides for Trust sites, to help our service users and others to familiarise themselves with our buildings and facilities prior to visiting, making, for some people, a new environment less stressful
- Work with our estates department to ensure access and adaptations are routinely considered when building or opening new services (including autism, dementia and learning disability)
- Build into current audits and frameworks the assessment of the environment in relation to accessibility and disability compatibility

Priority 3: Inclusive patient involvement

Patients and Service Users will be actively involved in service design and governance structures with increased feedback from hard to reach groups

What we will do:

- We will collect data on the protected characteristics of people providing feedback where appropriate and feasible and use this insight to improve patient experience of care
- We will work with local partners to understand the voices and experiences of seldom heard groups and implement learning from patient feedback into future service design
- We will review the Trust's Equality Analysis (EA) process and ensure that all new and revised policies and service transformation plans take equality fully into consideration
- We will ensure compliance of our PSED under the Equality Delivery System (EDS2) working with our local Clinical Commissioners and Partner Organisations to formalise a rolling programme over the next 3 years
- Ensure our staff can access up to date guidance and support when providing care for service users with specific protected characteristics (for example information about cultural awareness, religious beliefs)
- Through our Patient Experience and Involvement Strategy we will continue to increase and diversify the range of patient partners and volunteers involved in our strategy and service improvement forums and projects
- We will ensure that the safeguarding of vulnerable adults remains a priority by continuing to promote compliance with legal frameworks and promote training in the management of care for vulnerable patients
- Develop and deliver a programme of communication/customer service training to improve patient experience and facilitate shared decision making

3

Workforce Priority 4: To listen to, understand and learn from the experience of all staff

To promote diversity and encourage inclusion at all levels throughout the Trust, particularly promoting diversity at Board level

What we will do:
- Develop our Trust Board members and senior leaders through expert led seminars on health inequalities and racial injustice, and action learning sets for senior leaders across the integrated health and care system
- Ensure that our Staff Networks are fully supported and formally constituted as part of decision making process within the organisation and we will work with line managers to ensure time is allowed for staff to attend network events, with a focus on attracting new members
- Launch a series of Trans Awareness training sessions for staff with a toolkit of supporting information
- Establish a cohort of ethnically diverse mentors to mentor junior ethnically diverse mentees
- Launch Cohort 2 of the Reciprocal Mentoring Programme including staff with a disability or long term condition and those staff who identify as LGBT+
- Promote our organisation as a diverse and supportive place to work through our web page, recruitment campaigns and materials and through our links with schools, colleges and universities
- We will use pulse surveys such as Staff Voice to measure changes in staff experience of, and attitudes towards inclusion. We will introduce a dashboard to help us monitor staff experience

4

5

Priority 5: To respect and value all colleagues and their contribution and have a strategic focus on dignity and respect

To respect and value all colleagues and their contribution and have a strategic focus on dignity and respect

What we will do:
- Develop our leaders and managers in cultural intelligence, embedding this into our leadership and programme of education and awareness on race equality and other key events such as Show Racism the Red Card
- Continue our focus on creating a healthy speaking up culture by introducing speaking up training and awareness of routes to raise issues
- Listen to our ethnically diverse, LGBT+ and disabled staff, through focus groups and staff network discussions, to better understand the issues that matter to them and identify actions to increase their wellbeing and feeling of value
- We will increase the number and diversity of our Employee Support Advisors, to provide peer support for colleagues through our resolution processes
- We will increase our Freedom to Speak Up (FTSU) Guardians and appoint a full time Lead FTSU Guardian
- Launch our Being Kind civility and respect programme of work, to create a positive workplace culture for all
- Promote LGBT+ inclusivity through a Pronouns campaign, LGBT+ History Month and promote our support for Allies
- Participate in next phase of the NHS Rainbow Badge Accreditation Awards aspiring to be at a Gold level by 2023 to demonstrate our support for LGBT colleagues and patients
- Introduce health and wellbeing conversations with a focus on diversity and inclusion
- Introduce disability awareness training for line managers with a focus on implementing and accessing reasonable adjustments
- Work in partnership with our trade union partners to ensure consistency in application policies and procedures with a focus on supportive and compassionate practices
- Review our equality and inclusion training and enhancing provision around sexual harassment in the workplace
- Introduce Disability Champions to enhance our staff for staff support for colleagues with a disability or long term health condition

Priority 6: To develop a culture of inclusive and compassionate leadership

Continue to build, strengthen and develop initiatives focused on staff experience; wellbeing & engagement and culture & leadership development. Improve staff survey results relating to wellbeing, perception of managers, development opportunities, delivering effective Performance and Development Reviews (PDR's) and team effectiveness

6

What we will do:
- Develop our ENABLE leadership training with a focus on equality, diversity and inclusion
- Maintain and establish engagement with leaders and staff networks, with a focus on development for network members
- Embed equality, diversity and inclusion as a golden thread into our Connects Leadership and improvement programme and awards
- Launch promotional campaign on supporting staff through the menopause
- Through our wellbeing strategy effectively support the psychological wellbeing of our workforce
- Promote and deliver on leadership and inclusion programmes at Integrated Care System Level (Connects and High Potential Programmes)
- Introduce inclusive talent management processes to identify high potential amongst diverse workforce
- Update our talent management processes by ensuring that there is greater prioritisation and consistency of diversity in talent, by proposing self-nomination assessment centres as pre cursor for our Gold and Platinum Connects Programmes
- Continue to undertake listen and learn events, local bespoke diagnostics using local pulse checks and increase percentage of staff participating in the staff survey
- We will build upon the flexible and agile working opportunities that have emerged though Covid-19, listening to our staff on how we can support work/life balance
- We will introduce Mental Health First Aid training across the organisation

Priority 7: To ensure that people are recruited, trained and promoted according to their abilities and in the proportions one would expect for the populations represented

What we will do:
- Achieve our Model Employer aspirational targets for diverse representation in senior leadership roles
- Develop race equality and disability equality sections on the 'Working Here' page of the Trust Website to promote inclusivity and the support and resources available to potential candidates from an ethnically diverse background and to potential candidates with a disability
- Develop our Schools and College Ambassador Programme to promote our organisation as a diverse place to work
- Extend the requirement for diverse interview panels for all posts
- Showcase the diversity of our workforce, through campaigns and events and employment promotional materials
- Continue to act upon the under representation of staff declaring disability by regularly encouraging all staff to update their disability status. Provide further information within these communications about what conditions fall into the category of disability or Long Tem Condition
- Utilise the UHNM Staff Network Facebook Groups as a place for networking and sharing learning and opportunities
- Monitor our gender pay gap and actively promote opportunities for staff to work flexibly so they can achieve a better work life balance
- Promote career conversations as a retention tool
- Deliver further cohorts of the Staffordshire Stepping Up BAME leadership programmes
- Continue to support the Project Search transition to work programme for young people with learning disabilities and autism in our community
- Establish an Inclusive Recruitment Task and Finish Group as the key forum responsible for developing an inclusive recruitment, development and retention process, providing suitably robust review and constructive challenge on transparency and fairness of processes, programmes and strategies, training and monitoring arrangements

7

6. Alignment to our Trust Strategy

The strategy is linked to the 2025 Vision and Trust Values and with equality, diversity and inclusion being core to the Trust's Strategic goals:

1. Provide safe, effective, caring and responsive services
2. Achieve NHS constitutional patient access standards
3. Achieve excellence in employment, education, development and research
4. Ensure efficient use of resources
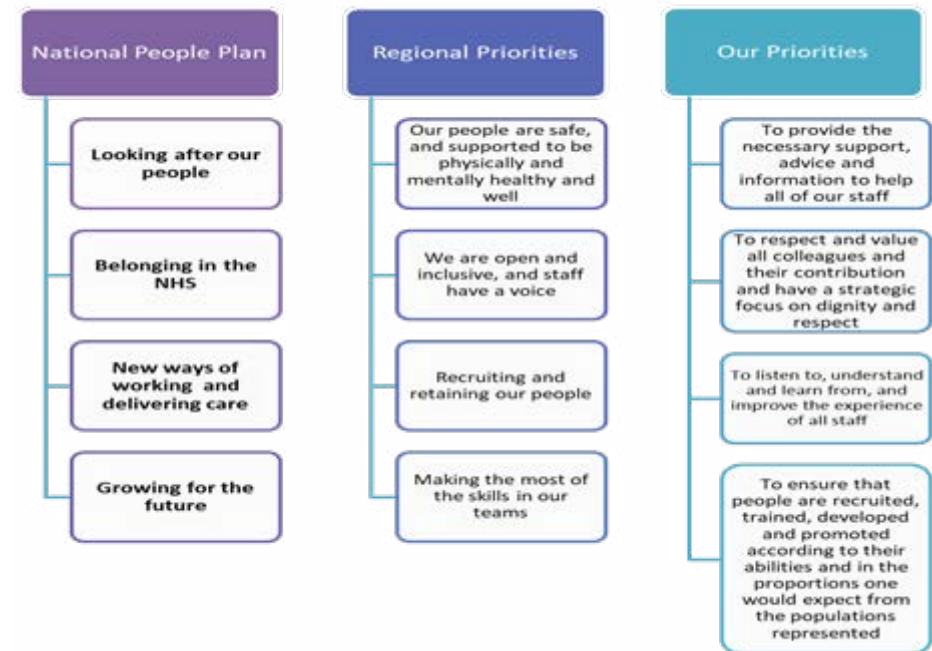5. Lead strategic change within Staffordshire and beyond

7. Alignment to System Plans

We have well established working relationships with our system partners. This includes collaborative working on Midlands Race Equality Strategy, leadership development, Winter and Summer inclusion schools, System wide Staff Network meetings.

The image (below right) demonstrates the linkage between our organisation workforce priorities, regional priorities and those in the NHS People Plan.

System key areas of work for tackling health inequalities focus on the programme below:

Reduce the risk of worsening inequalities A clinical prioritisation framework: Linking clinical and population data; Equality Impact Assessment (EIA) and Quality Impact Assessments	**Provide an improved understanding of the population risks (Population health management)** Integrated system intelligence hub; Population segmentation and risk stratification; Core performance monitoring of service use and outcomes STP level metrics Vulnerable population
Accelerate preventative programmes which pro actively reduce inequalities and support the recovery of services in the community	Address significant ongoing inequalities that are in the long term plan

National People Plan
- Looking after our people
- Belonging in the NHS
- New ways of working and delivering care
- Growing for the future

Regional Priorities
- Our people are safe, and supported to be physically and mentally healthy and well
- We are open and inclusive, and staff have a voice
- Recruiting and retaining our people
- Making the most of the skills in our teams

Our Priorities
- To provide the necessary support, advice and information to help all of our staff
- To respect and value all colleagues and their contribution and have a strategic focus on dignity and respect
- To listen to, understand and learn from, and improve the experience of all staff
- To ensure that people are recruited, trained, developed and promoted according to their abilities and in the proportions one would expect from the populations represented

We will support these programmes through the provision of inclusive healthcare:

• All patients receive equitable access to hospital services, health care and information
• Identify, record and support all patients with a disability and/or vulnerability. Identify health inequalities to address
• Improve diversity monitoring across all protected characteristics on patient feedback and surveys to enable continuous improvements and eliminate any inequalities in care or provision

Interpreting and Translation
UHNM are committed to ensure that all patients, service users and their carers can find the information they need and have access to the services they need. The provision of effective and accessible Interpreting and Translation Services allows service users to make informed choices about their care and treatment. We are committed to eliminating barriers that people with a disability, impairment or sensory loss and those whose first language is not English may experience so that they are able to communicate in a way that is right for them.

Accessible Information Standard
This is a key priority in UHNM's equality, diversity and inclusion objectives. The standard aims to ensure that service users and carers who have a disability, impairment or sensory loss are provided with information they can easily read or understand and with support so they can communicate effectively with services.

Assistive and Accessible Technology
UHNM is committed to developing technology that enables patients, carers and all other stakeholders to access the information and services they need, when and where they need.

The implementation of digital health services requires explicit consideration to equality, diversity and inclusion. We deliver care to patients who are unique and we must ensure that the services we offer can cater for those unique needs. We will respect patient's digital capabilities and ensure we do not create barriers to receiving or engaging in their care and where possible use technology to support overcoming some of the barriers that exist today. For example electronic letter delivery can enable those with reading difficulties to use screen readers.

We will design services based upon patient's digital preferences for example always offering video consultations for clinics that do not require a physical examination but also offer a more traditional option if that is preferred. We will seek to assure ourselves that any new technology deployed is inclusive including considering how those with protected characteristics might be impacted. This will include assuring ourselves that suppliers who provide systems which are artificially intelligent or undertake machine learning have mitigated against the risk of data bias, societal bias and algorithmic bias in their solution.

8. Resources Required

This approach to ensuring equality, diversity and inclusion is everybody's responsibility but more specifically the delivery of our strategy will primarily be through the established people resources we have in place within the Trust.

The Trust has a well-established community of diversity staff forums (The Ethnic Diversity, LGBT+ and Disability & Long Term Conditions staff networks). The staff networks help to shape the strategic direction and delivery plans to ensure that the actions that we take are meaningful and have impact.

Dedicated roles are in place within the Central Functions Directorate to drive forward the strategy and the associated delivery plans. The equality and inclusion team will work with the staff networks, the divisions/departments and the Human Resources Team to ensure that the ambitious plans are turned into actions within the agreed timescales.

With the Patient Experience team we will continue to develop and actively progress relationships with the local population, patients/relatives/carers and expert groups to ensure we continue to seek to secure opportunities for internal and external resources to assist with specific elements of the plan and we will work with our system partners to maximise resources across Staffordshire. We have already a well-established track record in this regard with the delivery of joint equality, diversity and inclusion activities and programmes and will continue to build on this into the future. The economies of scale generated from working in this way have already proven to be successful and mature system partnership arrangements work well within Staffordshire.
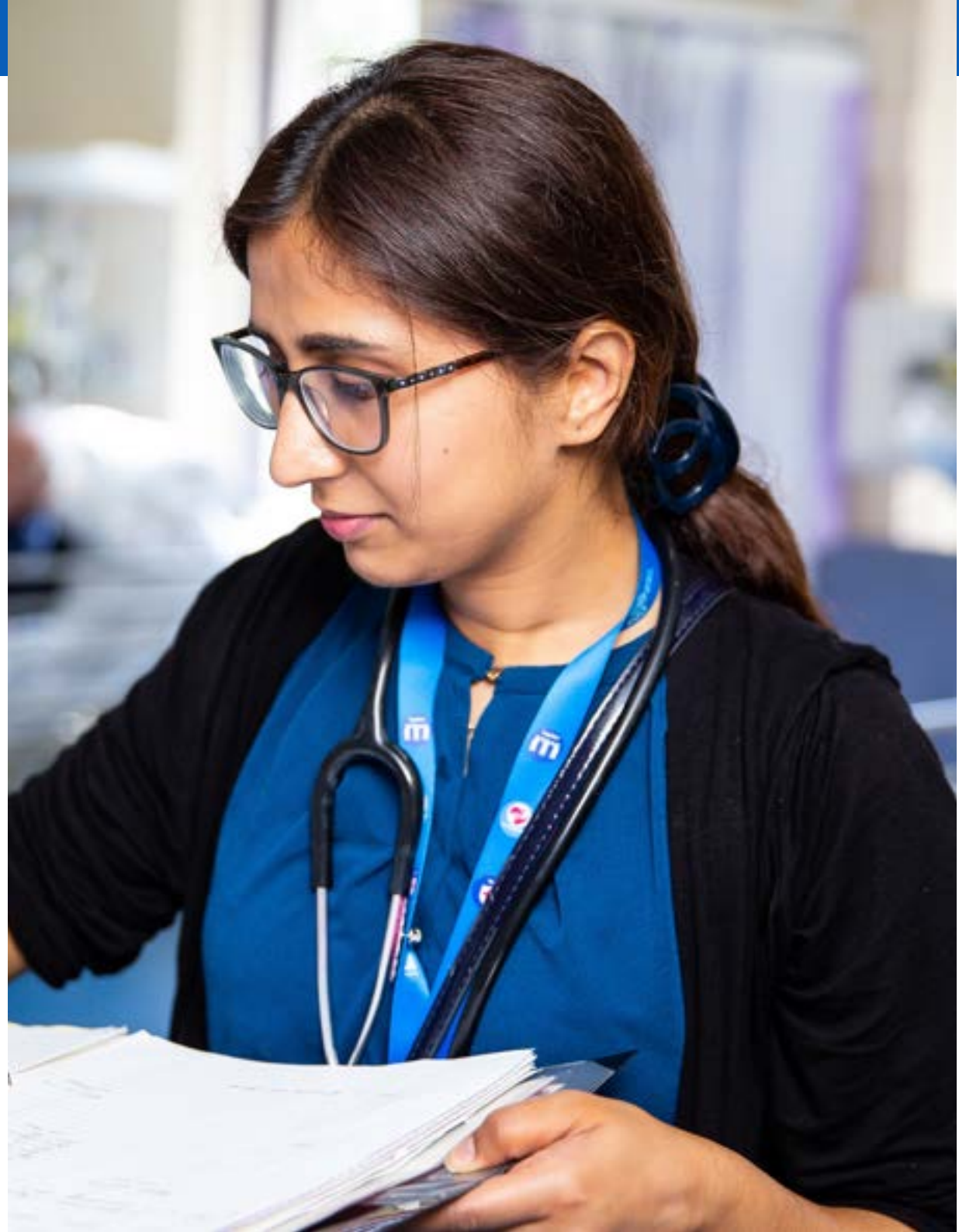
9. How we will measure our success

To successfully embed our Equality, Diversity & Inclusion Strategy it is important that we demonstrate that we are monitoring and measuring the progress we are making. Some of these measures are through mandated programmes (e.g. WRES and WDES) and others are local metrics we have set ourselves.
We measure outcomes through the national reporting frameworks. These reports are public documents, published on the Trust website:

- The aim of the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) is to enable NHS Trusts to understand what they need to do to improve workforce race equality and workforce disability equality respectively and to embed equality across the organisation.

- The information from the gender pay gap audit is used to help understand any underlying causes for the gender pay gap so that the Trust can take suitable steps to minimise it.

- The Annual Equality, Diversity and Inclusion Report sets out how the Trust is meeting the Public Sector Equality Duty.

- Equality Delivery System (EDS) is a self-assessment process against a range of patient and staff indicators. The EDS is under review nationally and UHNM, along with other NHS organisations in our Integrated Care System are participating in a trial of the new EDS in 2021.

- The annual NHS Staff Survey Report, which is available www.nhsstaffsurveys.com, this is the means by which we measure and understand the experience of our staff and working in the NHS.

- Measure improvements in communications and the services provided to patients/service user by capturing their experiences of our hospitals including complaints and compliments. Collect demographics to enable analysis of equality data on patients/services users and identify improvements for protected groups including external relationships with support organisations.

10. How we will monitor our progress

Trust Board has overall Corporate Oversight and Accountability for EDI and an annual equality & inclusion report is provided to Trust Board. We also report on progress as part of the Trusts Annual Report. Annual Reports are also provided to Trust Board, Transformation and People Committee, Executive Workforce Assurance Group, and Staff Network Groups on the:

- WRES
- WDES
- Gender Pay Report
- Annual HR Delivery Plan incorporating progress against EDI objectives
- Annual Staff Survey

The Transformation and People Committee receives Assurance against delivery of the strategy and oversees delivery of the strategy. The Transformation and People Committee will review progress against planned priority areas in line with agreed actions and timescales as well as feedback from ongoing engagement activity via quarterly progress reports.

The Executive Workforce Assurance Group steers the EDI plans, oversees delivery of actions, and facilitates horizon scanning (i.e. People Plan)
Our Staff Network Groups shape the EDI plans through receipt of updates, two way dialogue on staff experience and ideas, and horizon scanning.

Identification of risks to the delivery of the strategy is an ongoing process and is completed by the HR Senior Management Team. Risks are assessed for their impact and likelihood using the Trust's Risk Scoring Matrix. The format, frequency and forum for reporting and oversight of risks is determined by the type of risk and the level of risk. Where necessary, risk will be escalated to the Executive Workforce Assurance Group and/or Transformation and People Committee, where they will be subject to a greater level of oversight

We will monitor progress of service user experience through:

- Annual CQC surveys results, Friends and family test survey feedback and compliments/complaints received
- Working closely with health partners which include our local Healthwatch Organisations and expert patient groups

11. How we will communicate this strategy

The success of the delivery of our strategy will be through the inputs and efforts of our leaders across the whole Trust as diversity and inclusion is everybody's responsibility. We will use all available communication channels to promote the strategy, the vision, the corporate projects and the outcomes delivered as a result of this strategy:

We will use Chief Executive Bulletins, UHNM Live, Intranet and cascades to promote our campaigns, initiatives and events

We will promote our strategy to our system partners through the Integrated Care System

We will communicate our strategy to our patients and service users and our future workforce through the Trust Equality, Diversity and Inclusion and Working for Us Pages and through our promotional materials and campaigns

We will enlist the support of diversity champions through our Equality, Diversity and Inclusion Group, Staff Networks, Employee Support Advisors and Freedom to Speak Up Guardians to help carry the messages

We will promote the strategy and initiatives to our leaders and managers by embedding this into leadership offerings

12. How we will ensure equality, diversity and inclusion

Our Equality, Diversity and Inclusion Policy aims to promote equality, diversity and inclusion and value the benefits this brings. It is our aim to ensure that all staff feel valued and have a fair and equitable quality of working life. Equal opportunities and the embracing of diversity are central to everything we do as an organisation to create a workplace in which people feel valued, treating people fairly and with dignity and respect of all stages of the employment process from recruitment to termination of employment, access to learning development and career progression.

Our policy ensures that Equality Impact Assessments are integrated into core Trust business, including on services, organisation change and on appropriate policies/procedures.

Control measures are in place to ensure that all of the organisations obligations under equality, diversity and human rights legislation are complied with.

13. Glossary of Terms

BAME
Black, Asian, and Minority Ethnic (used to refer to members of non-white communities in the UK)

Carer
Is used to describe any person who provides unpaid practical or emotional support to someone with a disability, addiction or illness. The person may be a relative, partner, friend or neighbour. A carer can be of any age and may be a young person providing assistance to a parent or another person. A carer may live with the person they care for or provide support from a distance

Disability and Long Term Conditions
The Equality Act defines a disability as a physical or mental impairment which has a substantial and long-term adverse effect of a person's ability to carry out normal day-to-day activities

Diversity
Acknowledges and values the full range of differences between people both in the workplace and in wider society

Equality
Is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential. Equality is backed by legislation (egg, Equality Act 2010) designed to address unfair discrimination, harassment and victimisation

Inclusion
Is about positively striving to meet the needs of different people and taking deliberate action to create environments where everyone feels respected and able to achieve their full potential

LGBT+
LGBT Lesbian, Gay, Bisexual, and Transgender. The + includes any other gender variance

Protected Characteristics
There are nine protected characteristics defined in the Equality Act: disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief, sexual orientation, marriage and civil partnerships

Service User
Service user is used to describe anyone that is under the care of UHNM either as an inpatient, outpatient or within community services operated by UHNM