



The Robert Jones and Agnes Hunt
Orthopaedic Hospital
NHS Foundation Trust

NHS ROBERT JONES AND AGNES HUNT TRUST


EQUALITY AND INCLUSION ANNUAL REPORT

2020


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2021

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Executive summary

RJAH has a national and international reputation for orthopaedic surgery and musculoskeletal medicine, including research into disorders of bone, joints and muscles. Services and research activities include spinal injuries, rheumatology, sports injuries, stem cell therapy, metabolic disorders and orthotics.

The Trust prides itself in achieving orthopaedic excellence and maintains a significant contribution to training orthopaedic surgeons. The hospital trains 10% of all orthopaedic surgeons within the UK through the post graduate training scheme. The Trust also contributes to the training of Pre Registration Healthcare professionals by providing clinical placements for nursing, physiotherapy, occupational therapy, operating department practitioners, orthotic and radiography students.

The Trusts purpose is to provide a high quality service to patients in an environment that fosters excellence in teaching and research in order to improve healthcare. The Trust has an excellent reputation with patients and professionals for care and clinical excellence.

When our patients are visiting RJAH they can expect:

- ♦ To have a clear explanation of their condition and the treatment options available
- ♦ To be asked for their written fully informed consent to any operation or procedure
- ♦ To see their patient records if they wish
- ♦ To be sure that the information in their records will remain confidential
- ♦ To be treated with respect and dignity at all times
- ♦ To be informed about different aspects of their treatment and what procedure(s) are being carried out
- ♦ To keep relatives or carers informed of progress, if they wish

Vision, values and aims

Doctors, nurses, allied health professionals, administrative staff and more, alongside the Senior Leadership Team, continue to work together to deliver the vision upon which the hospital was founded to provide outstanding patient care to every patient every day.

In order to support the quality agenda within the organisation, the expectations of staff are clear through the development of our Trust values. These values underpin the culture required to support staff to deliver high quality care and should provide a positive environment in which quality will flourish. The values provide a framework for staff to challenge behaviours at all levels and to define what working at the RJAH means to them.

Our equality objectives:

The Trust has five core values that all staff should be aware of. These are:



Friendly



Caring



Professional



Respect



Excellence

COVID-19 response

The NHS in Shropshire, Telford and Wrekin and Public Health England (PHE) are well prepared for outbreaks of new infectious diseases. The NHS has put in place measures to ensure the safety of all patients, the community and NHS staff while ensuring as many services as possible are available to the public.

During the pandemic, infection prevention and control measures have helped to keep patients and staff safe. During this time, patients and visitors have had to wash their hands, wear face coverings and maintain a social distance of two metres.

Although the Government confirmed that as of Monday 19 July, it will no longer be a legal requirement to wear a face covering, keeping the Trusts patients safe remains a priority. For this reason, there will not be any changes to safety measures at the RJAH

These safety measures minimise the risk to vulnerable patients and staff and help people feel more confident about coming to our hospital to receive care.

Information around COVID-19 can be located on the RJAH website which includes:

- ♦ What to do if symptoms associated with Coronavirus are present
- ♦ Face coverings
- ♦ Testing advice
- ♦ Public health England advice

COVID-19 Vaccination programme

The coronavirus vaccination programme took a step forward in Shropshire, Telford & Wrekin at the beginning of January 2021, with the opening of the county's second hospital hub at RJAH. By early March 2021, the hospital hub transitioned into a vaccination centre, meaning more people are able to get vaccinated at the RJAH centre, as patients will be able to book their appointments through the national booking system.

Patients were prioritised according to the Joint Committee on Vaccination and Immunisation's recommendations.

The legal and NHS mandated duties for equality and inclusion

There are several legal duties and NHS standards which underpin our equality and inclusion work including:

The NHS Constitution

The NHS Constitution states that:

"The NHS provides a comprehensive service, available to all irrespective of **age, disability, sex** (gender), **race, sexual orientation, gender reassignment, religion, belief, pregnancy and maternity** or **civil partnership** status."

"The service is designed to improve, prevent, diagnose and treat both physical and mental health problems with equal regard. It has a duty to everyone that it serves and must respect their human rights. At the same time, it has a wider social duty to promote equality through services it provides and to pay particular attention to groups or sections of society where improvements in health and life expectancy are not keeping pace with the rest of the population."

The Modern Slavery Act 2015

This requires any UK commercial organisation that supplies goods and services with an annual turnover of more than £36 million to produce a slavery and human-trafficking statement for each financial year showing intent, compliance with the legislation and a supporting action plan.

The Equality Act 2010

This places key duties on statutory organisations that provide public services. It protects people from unfavourable treatment and discrimination, and this refers particularly to people with the following protected characteristics:

- ◆ Age
- ◆ Disability
- ◆ Sex (gender)
- ◆ Sexual orientation
- ◆ Gender reassignment
- ◆ Race (including national identity and ethnicity)
- ◆ Religion or belief
- ◆ Pregnancy and maternity
- ◆ Marriage and civil partnership.

When making commissioning decisions, we also pay due regard to the needs of carers, homeless individuals, gypsies, travellers, military veterans and people with low incomes.

NHS mandated standards

WRES

The Workforce Race Equality Standard (**WRES**) is submitted to NHSE annually. The WRES outlines our monitoring of the recruitment, development and support of our staff from a Black, Asian and Minority Ethnic background (BAME). This helps us to address the professional development, satisfaction and experience of BAME staff. It is well evidenced that a representative, reflective workforce can best meet the needs of patients.

WDES

The Workforce Disability Equality Standard (**WDES**) helps us to monitor the extent to which we and our providers offer fair and equal treatment to employees with a disability. The WDES became a mandatory requirement for our providers in 2019.

AIS

The **Accessible Information Standard** applies to all health and social care providers including NHS trusts, foundation trusts and GP practices. It ensures that all our public information is accessible and that patient communication needs are recorded and considered when delivering health services.

EDS

The **Equality Delivery System** (EDS) is an assessment framework we use to measure our performance on equality and inclusion. It helps us to understand if people have fair and equal access to services and what we need to do to improve our workforce and leadership goals.

The four EDS goals are:

Goal 1: Better health outcomes

Goal 2: Improved patient access and experience

Goal 3: Empowered, engaged and well supported staff

Goal 4: Inclusive leadership

Governance

As a Foundation Trust, it is RJAHs duty to provide care to patients that is safe, effective, caring and responsive to the needs of the population we serve.

RJAH have developed a structure of governance through committees and processes to ensure the quality of care is assured. Each year a rigorous review of our own performance is undertaken, and that of the committees which assure the quality of care provided through a self-assessment against Monitor's Quality Governance Framework to ensure the framework and systems of Governance are fit for purpose.

The Board Governance structure consists of five assurance committees chaired by Non-Executive Directors.

The Quality and Safety Committee reviews and monitors the systems and processes required to ensure the effectiveness of the care provided, workforce issues and the patient experience. Clear sign off of the annual Cost Improvement Programme by the Chief Nurse and Chief Medical Officer is essential to ensure quality of care to patients and the work environment for staff is not compromised where savings have been identified these are presented and monitored by the Quality and Safety Committee.

The Audit Committee supports the formal and transparent arrangements for considering how the Board applies the corporate reporting, risk management and internal control principles which are reported through the annual governance statement within the annual report. The Audit Committee is also responsible for maintaining working relationships with the Trust's internal and external auditors. All business cases are quality impact assessed and risks identified, monitored and mitigated to ensure quality is not affected.

The People Committee oversees the Trusts workforce strategies and ensures a patient-focused, performance culture where staff engagement, development and innovation are supported. The Committee is responsible for promoting excellence in staff health and wellbeing, identifying, prioritising and managing risks relating to staff and to ensure efficient and effective use of resources.

The Finance Planning and Investment Committee provides assurance to the Board in relation to the operational performance and financial management structures and processes required for the delivery of the services.

The Risk Committee oversees risk and assurance processes and provides assurance to the Board in relation to the management of risk across the organisation.

The Quality Forum

In order to support the quality agenda within the organisation, the Trust have been clear about what is expected from staff through the development of the Trust values. These values underpin the culture required to support staff to deliver high quality care and should provide a positive environment in which quality will flourish. The values provide a framework for staff to challenge behaviours at all levels and to define what working at the RJAH means to them.



In order for quality to be consistently achieved, there needs to be a culture across the organisation of commitment to collective quality improvement rather than individual departments focusing on their own projects. If the values of the organisation support an environment of team working then the aims and objectives of the organisation can be embraced by everyone which will lead to a cohesive approach to patient safety, engagement and quality improvement that is achievable and sustainable.

External reviews, Patient Advice and Liaison Service (PALS), concerns and complaints, incident reports, risk assessments, clinical audit and quality outcomes data are all 'free intelligence' and should be used that way. Engaging with patients and visitors as well as those delivering the services across the organisation will provide a wealth of knowledge that can only help to point in the right direction whether that is creating opportunities for innovative change or more of the same.



Supporting our Armed Forces



The Robert Jones and Agnes Hunt Orthopaedic Hospital is proud to be a Veteran Aware hospital aiming to provide the best care for veterans in the NHS.

Veteran Aware hospitals are leading the way in improving veterans' care within the NHS.

RJAH are part of the Veterans Covenant Hospital Alliance (VCHA) which means the Trust are sharing and driving best practice in NHS care for people who serve or have served in the UK Armed Forces in line with the Armed Forces Covenant.

The Trust support the health commitments of the Armed Forces Covenant and is committed to ensuring no disadvantage and giving special consideration where appropriate.

RJAH works in collaboration with Shropshire Council to provide **Armed Forces Outreach Support** for military personnel, veterans and their families.

Sarah Kerr, Armed Forces Outreach Support Coordinator at Shropshire Council, is based in the Main Entrance every Thursday afternoon offering signposting, support and advice.

She is also supported by a range of organisations and charities who can provide information on housing, healthcare, finance and benefits, education, wellbeing and employment.

Step into health

An initiative which supports service leavers, veterans and their families develop skills, RJAH supports Step into Health by offering service leavers, veterans and their families work experience placements.

Veterans' Gateway

There is a huge network of organisations who support the Armed Forces community and the Veterans' Gateway is the recommended first point of contact. Made up of a number of organisations and charities, connecting veterans and their families with the right support as soon as possible

Employer Recognition Scheme

Veteran Aware hospitals support the employment of veterans and reservists in the NHS workforce and RJAH is involved in the Employer Recognition Scheme.

Freedom to speak up (FTSU)

30 concerns raised from March 2020 - December 2020


Anonymous concerns decreased by over 30%

Actions taken on concerns raised are fed back to those raising the concern in a timely manner

New logo launched to promote FTSU at RJAH

FTSU Champions gather monthly to identify themes in concerns raised

FTSU concerns acknowledged within 48 hours



New logo for the National Guardian's Office

We have had our National Guardian logo since the office began in 2016. We wanted to build upon our trademark green, and have a logo which communicated the flourishing of Freedom to Speak Up and the network of guardians.

The term culture stems from the Latin 'cultivare' - to cultivate and grow, and we have chosen to use a tree to symbolise both our strong supportive network and the culture we're seeking to embed within health. A culture where learning, growing, sharing and reaching out is business as usual.

The symbol of the tree encapsulates the guardian values:

- Courage:** a tree stands strongly rooted in a storm
- Impartiality:** trees welcome all within their branches without judgment
- Empathy:** trees nurtures the lives which live within its branches
- Learning:** a 'growth' mindset.

We'll be gradually rolling out our new logo across our communications, but wanted guardians to be the first to see our new look

"Thank you" poster produced to highlight some concerns raised, actions taken and lessons learnt

FTSU information included in induction package given to all new starters

Teaching package on FTSU provided. What FTSU is and how to raise a concern

New e-learning resources & induction film to help NHS staff when raising concerns produced by Health Education England

Managers training session/handbook is in development

NHS Rainbow badges

The NHS Rainbow Badge originated at Evelina London Children's Hospital to make a positive difference by promoting the message of inclusion and is now being launched by NHS organisations across the country.

The badge is a visual reminder that staff can be approached to talk about who you are and how you feel in a non-judgemental, inclusive and caring way.

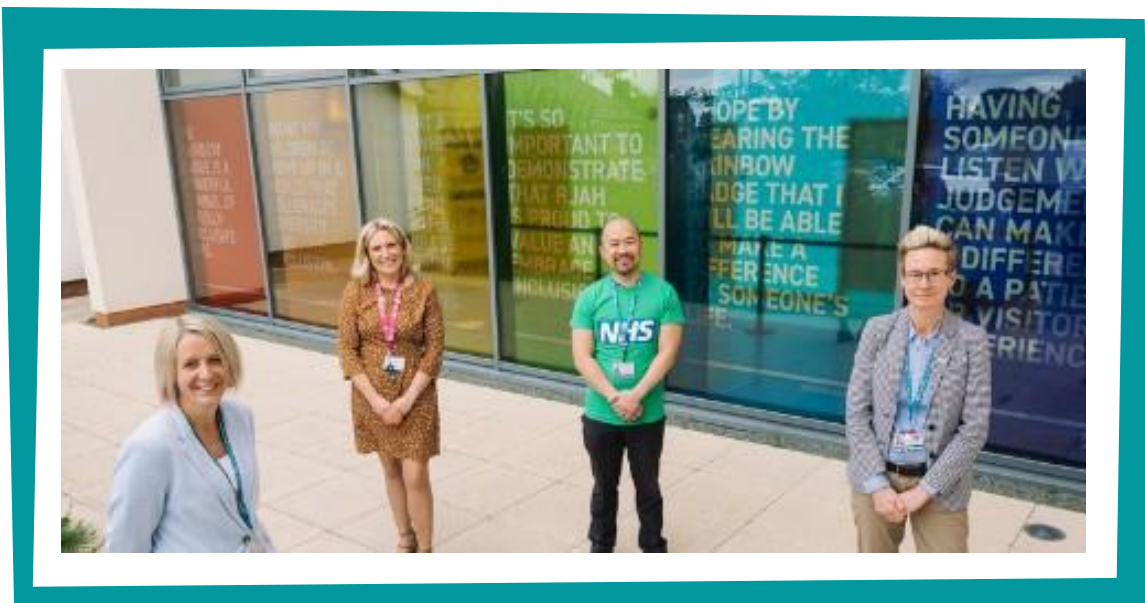
RJAH staff are able to make a pledge in order to receive an NHS Rainbow Badge.



Rainbow windows

The windows in the main entrance of The Robert Jones and Agnes Hunt Orthopaedic Hospital were transformed to reflect the colours of the Pride rainbow flag and featured six powerful pledges made by staff as part of Pride month celebrations.

David Low, Improvement and Organisational Development Manager, said: “The pledges on the windows have also come from our very own staff at RJAH, and represent three key themes – equality and diversity, supporting patients and colleagues, and personal experiences. I’m really proud that RJAH is a visible ally to the LGBTQ+ community.”



EDI Mandatory Training

The STW People Plan for 2021/22 sets out actions to support transformation of the workforce across the whole of the Trusts health and care system and focuses on how to continue to look after each other and foster a culture of inclusion and belonging.

This begins with equipping the workforce with the skills, knowledge and understanding they need in relation to equality, diversity and inclusion and continues with support for their ongoing needs and opportunities for them to share experiences and develop good practice.

The Trusts aim is to create a compassionate, inclusive and caring workforce that understands the differing needs of colleagues and the communities they serve through training and sharing lived experiences of those living and working in our local communities.

Annual EDI
Mandatory training

Scenario based
learning

Local stories and
case studies

Faith /
Religion

Recommended to
increase to 1 hour
in length

Interactive
quiz

Transition
and gender

Signposting to
further EDI
resources

Sharing individuals
lived experiences

Neurodiversity

Disability

Race

Allyship framework -
recognising different
personality types

A patients
perspective

Current Work

We are on a journey with our system in addressing health inequalities. This will involve local clinical teams being empowered to take ownership and drive forward plans to address inequalities to achieve demonstrable impact. As a Trust we will continue to work collaboratively with the system to gain a deeper understanding of how care needs to adapt to reduce inequalities.

We recognise that the lens for which we observe data can and will change as we look to further evolve and understand health inequalities. We are also analysing data to ensure we are restoring inclusively whilst also ensuring datasets are complete and timely. We continuously collect data on the following:

- ◆ Local health system population ethnicity data
- ◆ Waiting list profile data
- ◆ Local health system population deprivation data

The above data informs the actions of the trust moving forward. Future work includes:

- ◆ **Mitigating against digital exclusion** - we are aiming to increase virtual attendances during quarter 3 and quarter 4 of 2021/22. Can we be assured we are still offering face-to-face care to patients who cannot use remote services? This report will incorporate data collection to identify who is accessing face-to-face, telephone, or video consultations.
- ◆ **Equitable outcomes** - Our Trust collects and reports on patient reported outcomes measures (PROMs). Are we collecting outcome data equitably? What insight can the scores provide us on any variances in outcome for ethnicity and by IMD that may exist?
- ◆ **Ensuring datasets are complete and timely** - We have put in place processes that support in improvements in data capture for ethnicity. A review is recommended during 2021/22 to observe the improvements that have been made.

RJAH Learning Disabilities and Autism Improvement plan

Unwarranted variation in care and the poorer outcomes sometimes experienced by people with learning disabilities, autism or both mean trusts need to sustainably improve many of their services. The NHSI Learning Disability Standards for NHS Trusts provide a benchmark against which all trusts can measure their performance in delivering services to people with learning disabilities which in turn drives quality improvement.

The four standards are;

1. Respecting and protecting rights,
2. Inclusion and engagement,
3. Workforce,
4. Specialist Learning Disability Services

Compliance with these standards requires trusts to assure themselves that they have the necessary structures and processes, workforce and skills to deliver the outcomes that people with learning disabilities expect and deserve (NHSI, 2018).

A task and finish group has been set up within RJAH to monitor progress and set out improvements for patients with learning disabilities and autism accessing our services. The group includes a patient representative. Key milestones so far include the development of a ward introduction video for patients accessing our wards/departments to allay potential fears and anxieties, the continued promotion of the patient passport to identify individual needs enabling the staff to make reasonable adjustments and the development of tier 1 Learning Disability and Autism awareness training for all staff groups.

Conclusion

Throughout the last year there has been considerable pressure on the NHS and staff due to the COVID-19 pandemic. There have been changes for both patients and workforce, but equality and ensuring wellbeing have been at the core of decision making.

The RJAH Trust continue to demonstrate compliance to legal and mandated equalities duties and continue to embed equality considerations throughout the Trust, this includes commissioning decisions that impact our communities and also internal workforce changes which directly or indirectly impact on our workforce.

Whilst we perform well in meeting our equalities duties, we are aware that there is still further work to do and challenges to overcome. Moving forward, we will work hard to further promote the equality agenda and uphold human rights. We have met our legal equality duties as a provider and as an employer. We will continue to respond to the challenges ahead, working together with our partners across Shropshire, Telford and Wrekin to promote good practice and ensure that the work we do continues to promote the equality agenda.