

Equality and Diversity

Update 2015



Delivering Outstanding Patient Care

Equality and Diversity Annual Update 2015

Foreword

I am delighted to present the second Equality and Diversity annual update for the Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust.

The aim of the update is to inform patients, public, Foundation Trust (FT) Members and staff of the work we have undertaken in the past year to promote and support equality at the hospital. It also shows the areas we will be focussing upon as long term objectives.

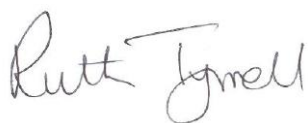
The Trust uses the NHS Equality and Delivery System (known as the EDS) as the basis for delivering better outcomes for patients and communities and better working environments for our staff, which are personal, fair and diverse.

As part of the EDS, we are encouraged to talk to and listen to our local community to help develop our services, and we do this through our Foundation Trust membership and elected governors.

We would like to encourage members of the public to become Foundation Trust members, especially people from Black & Minority Ethnic groups. If you would like to join you can do so by

- Clicking here to complete the [Online Form](#) on the website www.rjah.nhs.uk
- By telephone on: 01691 404394
- By email: FT@rjah.nhs.uk

Finally, I would like to thank everyone involved for all their hard work in this important area, and look forward to continued progress in 2015.



Ruth Tyrrell,
Associate Director of Human Resources

Our aims and objectives in 2014

The Trusts Equality Steering Group, supported by the Trust Board, agreed ten objectives to work towards during 2014, which aimed to build upon existing work, and identify new areas of focus.

The objectives were split across the four goals set out in the Equality Delivery System (EDS) which were:

Goal 1 - Better health outcomes

- Delivery of CQUIN targets
- Foundation Trust Public Member Health and Wellbeing Event

Goal 2 - Improved patient access and experience

- On-going collection of patient feedback on protected characteristics
- Survey FT Public members regarding service standards v protected characteristics

Goal 3 - A representative and supported workforce

- Recruitment & Selection Policy Review
- Dignity at Work Policy Review
- Flexible Working Policy Review

Goal 4 - Inclusive leadership

- Board Mandatory Training compliance
- Roll out Trust Values – promotion of 'Respect' built into appraisal process
- Roll out of Value Based Recruitment

Goal 1: Better health outcomes

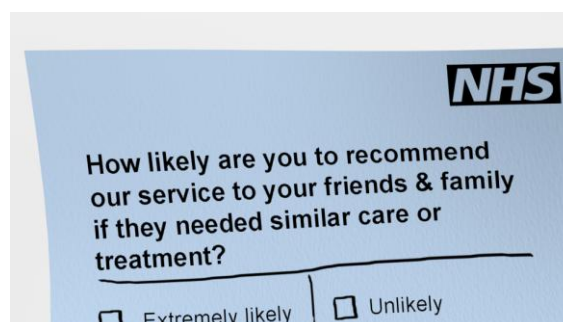
Last year we focussed upon delivering CQUIN Targets (which stands for Commissioning for Quality & Innovation) related to Equality and Diversity, which were

- Implementing the Friends and Family Test across more areas and to our staff
- Improving Dementia services and support
- Rollout of the STAR nursing quality assessment process

In 2014, the Trust has been very successful in delivering the requirements for each of the CQUINS which in turn has supported achieving the objectives set to meet Better Health Outcomes.

Friends and Family Test Roll Out

The trust is performing strongly in relation to patient experience, with a 96.55 Net Promoter score, which measures those patients who would recommend the trust to their 'friends and family' as a place to receive treatment. This is well above our target of 71, and continues to be one of the best scores in England.



For more information about the Friends and Family Test please click to view this short [video YouTube channel](#).

The test was rolled out to Outpatient areas and day case activity (in Therapies, Bone clinics, Rheumatology, ORLAU , Pharmacy and Medical wards) and Trust staff are now also asked for their feedback on a quarterly basis.



Dementia Awareness & Support

Anne Worrall, Quality Matron was identified as the Lead Clinician for Dementia, a role which is supported by the Medical Staff on Sheldon Ward.

In 2014, the Trust extended a half day dementia awareness module from Staffordshire University for all ward based clinical staff, promoting the understanding of the causes of dementia and how symptoms may manifest so that staff are in a better position to provide appropriate care to patients with dementia and support relatives of patients with dementia.

In October 2014, training was also provided for non-clinical staff via the Alzheimer's Society "Dementia Friends" initiative. The aim of these sessions is for staff to learn a little more about what it is like to live with dementia and then turning that understanding into action and supporting the Trust to become more dementia friendly.



The Trust also launched the Butterfly scheme in October 2014, which enables staff to respond appropriately and positively not only to people with dementia, but also to those with memory-impairment or temporary confusion. It allows patients and carers to request that care is responsive via a discreet Butterfly symbol.

The ward environment on Sheldon Ward has been adapted to make it more "dementia" friendly, and the new day room has been opened. Known as the Poppy Lounge, the facility includes a flame effect fire and mantelpiece, dimmer lights and lamps, old photographs, and memory boxes, all of which promotes a person-centred care approach for people who have dementia whilst they are in a hospital environment.

The Poppy Lounge has a dual-function, providing a facility for social activities and dining for patients with dementia as a lunch club now takes place monthly with a programme of activities such as patients receiving beauty treatments like hand massage, playing bingo, reminiscence reading sessions, a band has played for the patients and a Christmas play has also taken place.



The opening of the Poppy Lounge, Sheldon Ward, December 2014

In addition to the specific actions on Sheldon Ward, the Trust implemented the Way-finding Strategy. Based on best practice, new internal and external signage was implemented across the Trust not only to benefit all visitors and patients to the hospital, but to also be a significant improvement for elderly patients or those with cognitive impairment, thus again supporting the achievement of the dementia CQUIN.



The STAR nursing quality assessment process was rolled out in April and as a result all the wards now have Quality Boards to show patients and visitors how well each ward is performing. The STAR assessment process has recently been reviewed and will continue to undertake assessments in 2015 with plans to introduce a similar assessment process against quality metrics for non-clinical areas.

Public Member Annual Event 17th September 2014

Following on the success of the first annual event, the 2014 event focused upon healthy lifestyles and understanding the impact of lifestyle choices on health; good and bad.

The event consisted of talks from clinicians; functional movement assessments from physiotherapy and an exhibition area including information about healthy lifestyles and local support available as well as an opportunity to meet our Governors and provide feedback regarding our services.

Healthy Horizons health and Wellbeing Day for Staff

The second Staff Health and Wellbeing Day was held on 22nd October in the Trust Conference Centre.

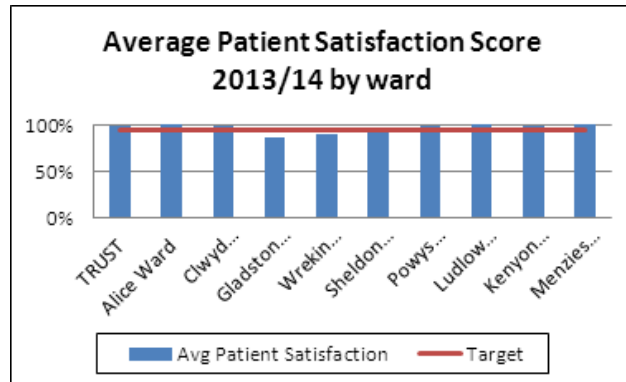
The drop-in event was a huge success with a record 514 staff attending, once again providing an opportunity for staff to make time for themselves and think about their own health and welfare. Numerous exhibitors attended offering advice and support, including mini massages, healthy eating and diet advice and personal training. Local gyms were also on hand with current offers and the Trust Physiotherapy Service offered Functional Movement Screening. The Occupational Health Team offered a staff Health Checks (BP, cholesterol, diabetes, BMI and an opportunity to have a flu vaccination) as well as being able to provide details about the Counselling and Employee Assistance Services.



In addition to this event, the Trust now offers a Health Check to all staff aged 45+ as part of our Staff Health and Wellbeing Strategy. The health check involves a few straight forward health tests and a simple discussion regarding medical history. Once the tests are complete, staff will be given time to discuss the results and receive advice on how to maintain or improve their health. If any results are not within normal parameters staff will be provided with a copy of their test results and advised to attend their GP for further investigation.

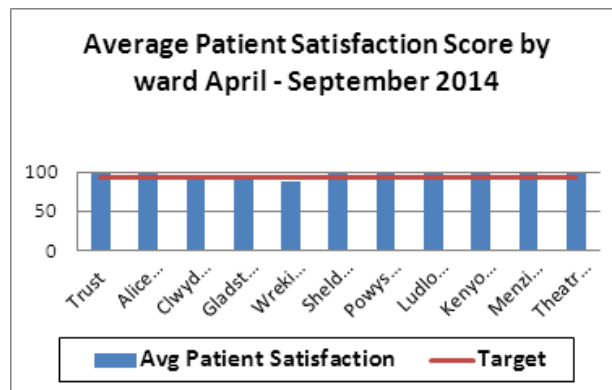
Goal 2: Improved patient access and experience

To understand if the Trust was improving patient access and experience across the nine protected characteristics, we have been gathering more equality information about patients via the Patient Advice and Liaison Services (PALS), patient comment cards and the net promoter or 'Friends and Family' question and taking any actions as appropriate to make improvements.



The data from patient comment cards has been regularly reported to the Equality Steering Group meetings and the comparison tables show that feedback from patients for 2014 remains positive and is consistent with the data from 2013. We are satisfied that there are no adverse concerns regarding patient access and experiences and the data supports that there are no anomalies or prevalent trends which exist between protected characteristics or from patients from disadvantaged groups.

When asked to rate their overall experience on the Trust comment card, overall, 98.8% of patients on wards have rated the Trust as excellent or good. The Trust receives 326 comment cards on average per month and the percentage of patients rating the Trust as excellent or good as shown in the graph. The number of comment cards received has increased by 20%.



The Trust receives an average of 25 negative written comments or suggestions per month and these are shared with managers for action or response and a written reply is provided to patients if requested. The Patient Advisor role is influential in developing actions plans from each complaint and PALS concern enabling the Trust to learn from all feedback where possible.

All of this data is shared with the Equality Steering Group and is analysed by the nine protected characteristics of the Equality Act 2010. To date, no issues have been identified which relate to the protected characteristics and no disadvantaged groups have been identified from the results. However, a number of changes in practice have been made as a

result of patient feedback since April 2013, all of which continue to improve patient experience and clinical outcomes.

Feedback about our services is also provided through our Patient Panel, which meets every three months and with 18 members, made up from previous and current patients, the Welsh Community Health Council, Healthwatch, FT Governor, League of Friends, Oswestry Rheumatology Association, British Red Cross and Shropshire Patients Voices Group.

The Trust has also commenced establishing a formal Patient Panel for Children. Initially, the Trust set up a 'Comment Cloud' in the Children's Outpatients department, (where every suggestion is listed and turned into a flower when the suggestion is implemented) and in October 2014, an open day was held to enable the Trust to gather feedback from children about our children's services.



Survey of Foundation Trust Public members

This action was not met in 2014, as the Trust encountered difficulties in sending direct emails to public members. The membership database has now been improved to allow direct emailing to be made, and this action will be rolled forward for completion in 2015.

Goal 3: A representative and supported workforce

Recruitment & Selection Policy Review

To ensure the Trust maintained robust recruitment procedures, the Employment Checks Policy has been updated to ensure it is aligned to the NHS National Recruitment checks Standards. The new checks support safeguarding patients whilst ensuring that equity and fairness is transparent within the recruitment process. The Recruitment and Selection Policy is due to be reviewed and updated by April 2015 and the revised policy will include "Values Based Recruitment", which will allow the recruitment of people whose own values are aligned to the Trusts agreed five values.

Dignity at Work Policy Review

A full re-write of the Dignity at Work policy has been undertaken in 2014. The new policy aims to introduce a more proactive and timely response to conflict resolution in the workplace. To support the new policy 10 staff undertook a two day Core Mediation Skills training course in September 2014 to become workplace mediators. The role of the mediator is to assist staff members who are experiencing difficulties within their working relationship to reach a mutual and manageable agreement as to how they will work better together in the future. It is planned for the new policy to be launched before the end of the financial year.

Flexible Working Policy Review

The Trust's Flexible Working policy has been updated following changes to legislation regarding for example, maternity and paternity rights in 2013. The policy is accessible to all staff and requests for flexible working arrangements have not increased following the

changes to legislation. It is the intention of the Trust to further harmonise the Flexible Working policies and procedures to make them more user-friendly.

Goal 4: Inclusive leadership

Board Mandatory Training compliance

The Board members received facilitated Equality and Diversity training in 2013 and all members have since completed the Equality and Human Rights Core Skills Training e-learning to consolidate their knowledge and requirements under the Equality Act 2010.

Additionally, the Equality Steering Group undertook the Health Education West Midlands Inclusive Leadership training in November 2014, again to strengthen their personal development and ability to think differently about equality and diversity.

The programme challenged the members to understand how to increase individual performance and ultimately support an increase in organisational performance through inclusive leadership which advances equality outcomes. The programme was also beneficial in supporting the Equality Steering group to formulate and propose the key priorities for the EDS2 scheme for 2015 and beyond.

Reviewing Respect as part of Appraisal

2014 saw the implementation of a new appraisal process for all staff employed within Agenda for Change terms and conditions.

The appraisal allows managers to recognise staff who demonstrate the five Trust values, and to set objectives and provide support to those staff who need further development.

The values underpin the desired culture required to support staff to deliver high quality care and provide a positive environment. They also provide a framework for staff to challenge behaviours at all levels and to define what working at the Trust means to them, thus underpinning the concept of inclusive leadership.



Objectives for 2015

The Trusts Equality Steering Group analysed and graded the Trusts performance against the objectives set out in the new EDS2 framework which has been adopted by the Trust. This process enabled the group to develop the new equality objectives to work towards in 2015. The four objectives, supported by the Trust Board, build upon existing work, and address new areas of focus and are as follows:

Better Health outcomes

1. The Trust will seek to address the discharge arrangements for Midlands Centre for Spinal Injuries (MCSI) patients with complex needs to be safely discharged in a more timely way.

Improved patient access and experience

2. To extend Dementia Friendly services and environment across the whole Trust, building on good practice within Sheldon Ward.

A represented and supported workforce

3. To consult, agree and embed Collective Leadership across the Trust.

Inclusive Leadership

4. (In addition to objective 3 above) - Ensure all papers that go before the Board and other major committees include an Equality Impact Assessment and action plan to manage any identified risks / issues

Achieving the long term objectives set from 2015 will support the Trust to further work towards eliminating discrimination and reducing inequalities in care so that the services we provide are fair and meet the needs of everyone, whatever their background or circumstances.

Equality and Diversity Workforce Monitoring Data 2014

Age

| Age Range | Staff in Post 31-Dec-2014 | % Headcount | Starters | Leavers | Training Attendance | Appraisal Completed | Discipline | Grievance |
|---------------|---------------------------|-------------|----------|---------|---------------------|---------------------|------------|-----------|
| 19 and below | 10 | 0.76% | 5 | 2 | 4 | 5 | 0 | 0 |
| 20 - 29 Years | 189 | 14.41% | 38 | 27 | 94 | 108 | 1 | 0 |
| 30 - 39 Years | 272 | 20.73% | 48 | 49 | 152 | 159 | 2 | 0 |
| 40 - 49 Years | 388 | 29.57% | 29 | 26 | 252 | 282 | 3 | 1 |
| 50 - 59 Years | 358 | 27.29% | 18 | 31 | 249 | 293 | 1 | 0 |
| 60 and above | 95 | 7.24% | 4 | 34 | 56 | 74 | 0 | 0 |
| | 1312 | | 142 | 169 | 807 | 921 | 7 | 1 |

Gender

| Gender | Staff in Post 31-Dec-2014 | % Headcount | Starters | Leavers | Training Attendance | Appraisal Completed | Discipline | Grievance |
|--------|---------------------------|-------------|----------|---------|---------------------|---------------------|------------|-----------|
| Female | 1003 | 76.45% | 88 | 117 | 654 | 726 | 6 | 1 |
| Male | 309 | 23.55% | 54 | 52 | 153 | 195 | 1 | 0 |
| | 1312 | | 142 | 169 | 807 | 921 | 7 | 1 |

Part-time / full time

| Part Time/Full Time | Full Time | Part Time | Total |
|---------------------|-----------|-----------|-------|
| Female | 418 | 585 | 1003 |
| Male | 266 | 43 | 309 |
| | 684 | 628 | 1312 |

Ethnicity

| Ethnicity | Staff in Post 31-Dec-2014 | % Headcount | Starters | Leavers | Training Attendance | Appraisal Completed | Discipline | Grievance |
|------------------------------|---------------------------|-------------|----------|---------|---------------------|---------------------|------------|-----------|
| Any Other Ethnic Group | 5 | 0.38% | 4 | 3 | 3 | 3 | 0 | 0 |
| Asian or Asian British | 33 | 2.52% | 13 | 5 | 11 | 13 | 0 | 0 |
| Black or Black British | 7 | 0.53% | 2 | 3 | 3 | 6 | 0 | 0 |
| Chinese | 1 | 0.08% | 0 | 0 | 1 | 0 | 0 | 0 |
| Mixed - Any mixed background | 4 | 0.30% | 0 | 1 | 2 | 3 | 0 | 0 |
| Not stated | 108 | 8.23% | 14 | 18 | 65 | 73 | 0 | 0 |
| White - British | 1049 | 79.95% | 99 | 131 | 654 | 746 | 7 | 1 |
| White - Other | 105 | 8.00% | 10 | 8 | 68 | 77 | 0 | 0 |
| | 1312 | | 142 | 169 | 807 | 921 | 7 | 1 |

Recruitment Activity

| Staff Group | Number of Vacancies | Number of Applications received |
|--|----------------------------|--|
| Additional Clinical Services | 33 | 662 |
| Additional Professional Scientific & Technical | 19 | 117 |
| Administrative & Clerical | 63 | 1126 |
| Allied Health Professionals | 38 | 282 |
| Estates & Ancillary | 18 | 333 |
| Medical & Dental | 20 | 113 |
| Nursing & Midwifery Registered | 55 | 422 |
| | 246 | 3055 |

| Gender of applicants | Number of Applications received |
|-----------------------------|--|
| Male | 868 |
| Female | 2182 |
| Undisclosed | 5 |
| | 3055 |

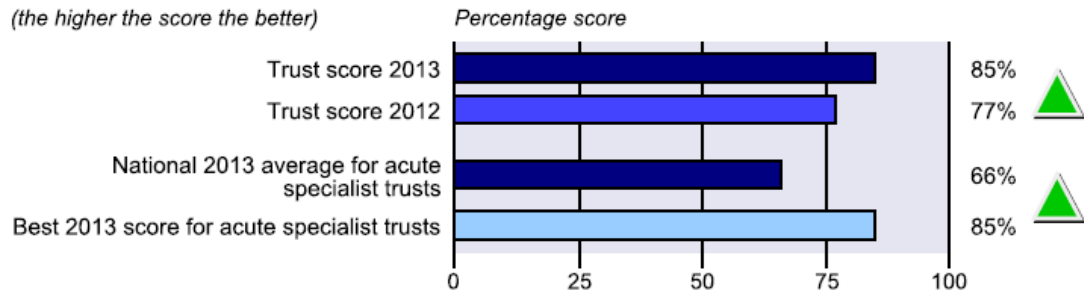
| Ethnicity | Number of Applications received |
|------------------------------|--|
| Any Other Ethnic Group | 29 |
| Asian or Asian British | 226 |
| Black or Black British | 76 |
| Chinese | 10 |
| Mixed - Any mixed background | 37 |
| Not stated | 48 |
| White - British | 2420 |
| White - Other | 209 |
| | 3055 |

National Staff Survey Results 2013

ADDITIONAL THEME: Equality and diversity

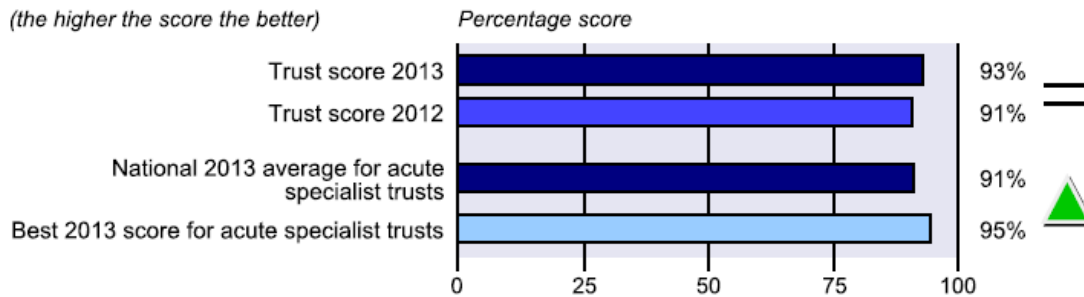
KEY FINDING 26. Percentage of staff having equality and diversity training in last 12 months

(the higher the score the better)



KEY FINDING 27. Percentage of staff believing the trust provides equal opportunities for career progression or promotion

(the higher the score the better)



KEY FINDING 28. Percentage of staff experiencing discrimination at work in last 12 months

(the lower the score the better)

