

Inclusion strategy, objectives and action plan 2019 - 21

WSFT inclusion strategy

WSFT is developing and promoting an inclusive culture. This means we embrace all people irrespective of, for example, race, religion or belief, sex, gender identity or expression, sexual orientation, age, marital status, pregnancy, maternity or disability. We will strive to give equal access and opportunities to all and get rid of discrimination and intolerance. We will do this both as an employer and as a service provider.

An inclusive culture supports our commitment to the provision of high quality, safe care for all members of the communities we serve and our ambition to support all our staff as set out in our strategic framework 'Our patients, our hospital, our future, together'.

Nine inclusion objectives for the period 2019 - 21 have been agreed through a process of consultation with staff, patient representatives and the wider community and a review of our performance against the Workforce Race Equality Standard (WRES), the Workforce Disability Equality Standard (WDES), our 2018 staff survey results, our 2018 Gender Pay Gap Report, the NHS Equality Delivery System (EDS2), the Trust's Strategic Framework 'Our patients, our hospital, our future, together' and the requirements of the Equality Act (2010) including the Public Sector Equality Duty (PSED).

Our equality, diversity and inclusion objectives 2019 - 2021

For patients, service users and carers

- Improve the experience and care of patients and service users experiencing mental distress those with learning disabilities and neurodiversity
- Improve the experience and care of people who are lesbian, gay, bisexual, trans and all other sexualities and gender identities

For staff

- Promote and support inclusive leadership at all levels of the trust
- Ensure recruitment and selection processes are bias free and inclusive
- Facilitate the voices of all staff, providing forums for individuals to come together, to share ideas, raise awareness of challenges, provide support to each other and feedback to the trust on issues of equality, diversity and inclusion
- Take action to support the mental health wellbeing of all staff

For patients, service users, carers and staff

- Promote a culture of inclusion in delivery of care to all patients and staff
- Improve information and data collected, in respect of protected characteristics in order to understand what action may be required
- Tackle bullying and harassment of and by staff and support staff to respectfully and successfully challenge problem behaviours

Our equality, diversity and inclusion plan sets out the action we are taking to achieve our objectives.

Governance

Development and implementation of our inclusion strategy is overseen by the Equality, Diversity and Inclusion Steering Group and an update is provided to the Patient Experience Committee for patient issues every six months. Staff issues are escalated to the Trust Executive Group as required. A report is made to the Trust Board annually. The LGB&T+, Staff Disability and BAME staff networks are invited to contribute to the organisational EDI agenda through representation on the Equality, Diversity and Inclusion Steering Group.

	<p>Increase compliance with mandatory Equality, Diversity and Inclusion training from 90% to 95% by 31.12.20. WRES, WDES and GPG</p> <p>Encourage Trust leaders throughout the organisation to develop awareness of their own unconscious bias and the potential it has to impact on their behaviour. Increase take up of unconscious bias e-learning. WRES, WDES and GPG</p> <p>Unconscious bias e-learning to be mandatory for case investigators.</p>	<p>Deputy Director of Workforce (Learning and Organisation Development)</p> <p>Deputy Director of Workforce (HR and People Services)</p>	<ul style="list-style-type: none"> • Carried forward from 2017 – 19 plan: compliance in August 2020 = 93% • 101 staff undertook unconscious bias e-learning in the 12 month period
<p>4. Ensure that the recruitment and selection processes are bias free and inclusive</p>	<p>Complete implementation of action plan resulting from audit recruitment of BAME staff. WRES</p> <p>Review recruitment and promotion practices in partnership with staff representatives to ensure staffing reflects the diversity of the community, regional and national labour markets NHS People Plan, WDES, WRES, GPG</p> <p>Review and update policies relevant to the recruitment and selection of people with disabilities. WDES</p> <p>Achieve 'Disability Confident Employer' status and explore potential to become a 'Disability Confident Leader' WDES</p>	<p>Deputy Director of Workforce (Learning and OD), Senior HR Manager and, Medical Staffing Manager (Operational)</p> <p>Deputy Director of Workforce (HR and People Services)</p> <p>Deputy Director of Workforce (Learning and OD) and Disabled Staff Network Members</p> <p>Deputy Director of Workforce (HR and People Services)</p>	<ul style="list-style-type: none"> • All actions to be completed by 31.12.19. Carried forward from 2017-19 plan. Trend analysis of shortlisted candidates undertaken – report to EDI Steering Group 16.7.20 and annual monitoring agreed going forward. COMPLETE • Staff disability network have developed an annex to trust recruitment and selection policy with examples of reasonable adjustments in the selection process. • Disability Confident Employer status achieved 30.9.19

<p>5. Facilitate the voices of all staff, providing forums for individuals to come together, to share ideas, raise awareness of challenges, provide support to each other and feedback to the trust on issues of equality, diversity and inclusion.</p>	<p>Offer staff the opportunity and support to set up networks around Equality Act protected characteristics. WDES & WRES</p> <p>Support the development of the Trust Disabled Staff Network. WDES</p> <p>Feedback results of Workforce Race Equality Standard and explore opportunities for a BAME staff network. WRES</p> <p>BAME Staff Network WRES</p> <p>International Medical Support Group WRES</p> <p>Review the governance arrangements of the LGB&T+, BAME and Staff Disability networks with members to ensure they are able to contribute to and inform decision-making processes in the Trust NHS People Plan</p>	<p>Deputy Director of Workforce (Learning and OD)</p> <p>Deputy Director of Workforce (Learning and OD)</p> <p>Deputy Director of Workforce (Learning and OD)</p> <p>BAME Staff Network Chair</p> <p>Medical Staffing Manager and Consultant in Obstetrics and Gynaecology</p> <p>Executive Director of Workforce and Communications</p>	<ul style="list-style-type: none"> Interested staff invited to form a vegan staff network via Greensheet article September 2019 and contact facilitated between interested staff Network established and support ongoing. Open forum session on 2.9.20 to discuss WM2Y and WDES 2020. WRES results fed back at September 2019 core brief and via Greensheet. Staff invited to attend BAME open forum 9.10.19 but no interest from staff. Network set up in June 2020 WRES results fed back at September 2020 core brief and shared with BAME staff network. BAME staff network/committee established under leadership of Dr Ayush Sinha June 2020. Open forum session held with Chief Executive and Executive Directors 16.6.20 Induction guidelines and familiarisation process piloted since September 2019. Proposal being developed for the Trust to formally adopt the guidelines and process. People plan deadline December 2021
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<p>6. Take action to support the mental health wellbeing of all staff</p>	<p>Provide access to training and awareness raising for managers and staff to support mental health wellbeing <i>WDES & WRES</i></p>	<p>Clinical Education Lead, Nursing Directorate</p> <p>Clinical Psychologist a Lead for Staff Support Psychology Service, Deputy Director of Workforce (Learning and Organisation Development), Deputy Medical Director/ Lead Better Working Lives Group (BWLG)</p> <p>Deputy Medical Director/ Lead Better Working Lives Group (BWLG)</p>	<ul style="list-style-type: none"> • 2020 staff mental health awareness training/emotional first aid workshops postponed due to COVID-19. Three workshops booked for November and December 2020. • Business case for WSFT Staff Support Psychology service fast-tracked and implemented in response to COVID-19. Team of psychologists providing on-going support and training for staff and managers. • Provision of support to staff from BAME backgrounds in response to heightened vulnerability to COVID-19. Included involving representatives in discussions and decisions around provision of PPE, including ethnicity as an independent risk factor in the Individual Staff Risk Assessment for COVID-19 v5 onwards and successful bid for funding to recruit a psychologist to the Staff Support Psychology team to support staff from BAME backgrounds. This action supported physical health and mental wellbeing. • Wellbeing workshops for medical staff held in September 2019 and February 2020 organised by BWLG. Included sessions on emotional and mental health wellbeing and stress management as well as burnout, resilience and mindfulness.
<p><i>For patients, service users, carers and staff</i></p>			
<p>7. Promote a culture of inclusion in the delivery of care to all patients and staff</p>	<p>Engage with staff, patients and service users to explore potential of WSH chapel to ensure it is an inclusive space for all.</p>	<p>Head of Patient Engagement</p>	<ul style="list-style-type: none"> • Group established and Chaplaincy and pastoral care services survey issued via Greensheet 6.12.19. Paused during COVID-19 work restarted in September 2020.

	<p>Identify, share and celebrate existing good practice within the Trust.</p> <p>Encourage staff to broaden their understanding of the lived experiences of others and celebrate all cultures represented at WSFT</p> <p>Improve accessibility for patients, carers and visitors</p> <p>Ensure every level of the workforce is representative of the overall BAME workforce. <i>NHS People Plan</i></p> <p>Improve the diversity of the Trust Board <i>WDES & WRES</i></p>	<p>Trust Librarian and Deputy Director of Workforce (Learning and OD)</p> <p>Trust Librarian</p> <p>Lead Chaplain</p> <p>Head of Patient Engagement</p> <p>Executive Director of Workforce and Communications</p> <p>Trust Board Chair</p>	<ul style="list-style-type: none"> • Plans being developed for 'EDI Awareness Week September 2020' cancelled due to COVID-19. To review for 2021 or 2022. • The WSFT library invited staff to read beyond their experience through 'Books Beyond Borders' between Black History Month (October 2019) and LGBT+ History Month (February 2020). Staff were invited to read two or more books from the newly established equalities collection of books celebrating diversity in our society • The Chaplaincy team hosted celebrations of Eid at the end of Ramadan on 26 May and Eid al-Adha, the festival of sacrifice on 4 August in the Chapel garden. In August Muslim colleagues each bought a dish to share with others to celebrate the event. • 'Browsealoud' was installed on the WSFT website in February 2020. It allows the website to be converted into different accessible formats as well as translating it into other languages. The software can also convert the format of PDF documents and fully translate them into other languages. • Monitor WSFT progress against the 'Model Employer: increasing black and minority ethnic representation at senior levels across the NHS' goals and identify action to achieve them • Identify opportunities to increase diversity of executive and non-executive Trust Board membership
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	Develop Board members' understanding of the lived experience of minority and marginalised groups	Trust Board Chair	<ul style="list-style-type: none"> September 2020 patient story to be told by patient talking about his experience of care as a black man.
8. Tackle bullying and harassment of and by staff and support staff to respectfully and successfully challenge problem behaviours.	Implement the Trust 2019 Leadership Summit Action Plan to address poor behaviour and encourage staff to report it. WDES & WRES	All Trust Leaders (monitoring through Directorate Performance Review process)	<ul style="list-style-type: none"> Plan being implemented – reviewed at PRM meetings in September and due for second review March 2020. Postponed due to COVID-19. To be reviewed in light of findings of 'What matters to you' staff engagement exercise October 2020.