

Equality, Diversity & Inclusion

Strategy Progress review
April 2022

REVIEW DATE MARCH 2024

The Shrewsbury and Telford Hospital NHS Trust



Foreward

Further to our 2020 Equality Diversity and Inclusion Strategy we have all experienced so much over the past 2 years, while some progress has been made we are not where we wanted to be. Taking this into account along with the NHS People Promise, we have now reviewed our progress and refreshed our actions to deliver our EDI strategy which is aligned to the Trust People Plan and Our Values. This paper sets out and reconfirms our ambitions to make Shrewsbury and Telford Hospital NHS Trust (SaTH) a great place to work and receive excellent care for the communities we serve regardless of our protected characteristics.

As the main employer, and sole provider of acute hospital services, we will, with our partners, ensure that Shropshire, Telford and Wrekin advocates the development of population health management strategies that seek to prevent illness and tackles health inequalities to support a vibrant regional economy.

The Trust has a workforce of over 6000 clinical and non clinical professionals, working across a variety of roles, in Shropshire, Telford and Wrekin which is the largest landlocked rural county in England.

We recognise there is much to do in creating an inclusive workplace culture. Our business is all about people and good health and wellbeing of our staff is vital to ensure everyone is treated with respect and dignity underpinned by clear values and behaviours, fair processes, a place where people are nurtured and developed and diversity is celebrated to improve and ensure all our patients receive the best quality care.



This paper sets out:



Partnering · Ambitious
Caring · Trusted

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- » **Our Vision and Values**
- » **The People Promise**
- » **The local context**
- » **Our legal and regulatory duties**
- » **Our Equality Objectives**
- » **Review of progress against our 2020 Objectives and Actions**
- » **Our proposed refreshed Equality Action Plan for the next 2 years**
- » **How we will measure our progress for People: Cultural Dashboard**

Our Vision and Values

To deliver our vision **To Provide excellent care for the communities we serve** we need to make sure that we respond to the challenges the people living in our community face today and explore opportunities to capitalise on what we do well for our population. This involves constant reassessment of the position we find ourselves in and reflecting on National policy, Regional direction, Local Integrated Care system (ICS) ambition for Children and Young People (CYP), Mental Health & lifestyle plus our collective responsibility for reducing health inequalities and improving population health and well-being.

Our values help shape our behaviours and thinking, leading to better outcomes for our patients and staff. We developed our values by listening to feedback from colleagues across the Trust, using what we know about future service configurations and best practice, and innovative ideas from people to support, that are proven to work. Our values spell the word **PACT**:

Partnering: Working effectively together with patients, families, colleagues, the local health and care system, universities and other stakeholders and through our improvement alliances.

Ambitious: Setting and achieving high standards for ourselves personally and for the care we deliver, both today and in the future. Embracing innovation to continuously improve the quality and sustainability of our services.

Caring: Showing compassion, respect and empathy for our patients, families and each other, caring about the difference we make for our community.

Trusted: Open, transparent and reliable, continuously learning, doing our best to consistently deliver excellent care for our communities.

We want to make the Trust a great place to work and encourage people to spend their career here or within the Shropshire NHS. Working for the NHS isn't just about doing a job, **we want our workforce to feel a sense of belonging.** We will achieve this by ensuring people are supported and feel their work is meaningful and makes a difference. Through our equality, diversity and inclusion work we will look to promote our values at every opportunity and create, maintain and shape a diverse and talented workforce.



The People Promise

The NHS People Plan sets out a clear vision for the People & OD profession so it can play its unique part in supporting the health and care system through compassionate, inclusive and equitable cultures where everyone feels that they belong.

The SaTH and ICS People Strategy is fully aligned to this vision which has also supported us in the development of our equality objectives and key actions.

The strategy also underpins the activities outlined in the Recruitment & Retention Strategy with a key focus on improving representation at all levels, building upon and enhancing our health and wellbeing offer and proactively setting the direction for talent management and development.

Compassionate Culture **Compassionate Leadership**
Flexible Working **Development** **Burnout**
Team Working **Autonomy & Control**
Health & Safety **Climate** **Diversity & Equality**
Line Management **Inclusion** **Appraisals**
Support for work-life balance **Negative Experiences**



The local context



We serve a population of over 500,000 people in Shropshire, Telford and Wrekin and Mid Wales



80% of our staff are Female



3.23% of our staff have informed us of a disability



13.5% of our staff are Black, Asian Ethnic, Minority



SaTH has over 6,000 people working in clinical and non-clinical roles



1.91% of our staff have informed us that they identify as LGBTQ+

DEPRIVATION: More than a quarter of people in Telford & Wrekin are ranked as living within some of the 30% most deprived populations in England. Similarly areas of Oswestry and North Shropshire have high levels of deprivation. This relatively affluent county masks pockets of deprivation, growing food poverty, health inequalities and rural isolation, with the county overall having a low earning rate.

MENTAL HEALTH: Approximately one in four people are estimated to have a mental health disorder across our ICS. This rate increases in certain geographical locations. Mental health service users live 23 years less than average for men and 20 years less on average for women. COVID-19 has brought mental health awareness to forefront with many first-time requests made by people of all ages. Age UK have reported that older people who have been self-isolating at home for long periods of time are at much greater risk of loneliness and isolation, loss of usual function and mobility and fear of going out post lockdown.

OBESITY & DIABETES: Across our ICS, rates of obesity in adults and children are significantly worse than average, with approximately 72% of adults classed as overweight. Due to pandemic weight gain caused by increased snacking (35%), decreased levels of physical activity (34%), increased alcohol consumption (27%) and a less healthy diet (19%). A recent survey has shown that those who are obese (BMI 30+) are at least 20% more likely to be hospitalised with symptoms of COVID-19. The treatment and management of diabetes in primary care is significantly worse than the national average in terms of the recommended care processes and treatment outcomes, as well as the uptake of structured health education.

POPULATION: The county has a low population density, covering a large rural area with two thirds of people living in villages, hamlets and dispersed dwellings. The population is predominantly White British (around 83%) much higher than the National and Regional average. Currently approx. 18% of the population are living with a long-term limiting illness. **By 2043 30% of citizens will be over 65 years of age.**

The local context

Key headline demographic data reflective of people accessing services within the Trust 1st January to 31st December 2021.



Our legal and regulatory duties

The Equality Act 2010: the Public Sector Equality Duty (PSED) requires all public bodies to consider all individuals when carrying out their day to day work in shaping policy, in delivering services and in relation to their own employees.

We must demonstrate 'due regard' to the three aims of the general duty of the Equality Act 2010 which are:

- » Eliminate unlawful discrimination, harassment or victimisation;
- » Advance equality of opportunity between people who share protected characteristics and people who do not share them;
- » Foster good relations between people who share protected characteristics and people who do not share them.

Equality Delivery System (EDS2) supports NHS organisations by providing a comprehensive approach to demonstrating commitment to, and compliance with, legal requirements and continuing improvement.

We also are required to report annually on our **Workforce Disability Equality Standard (WDES)** and **Workforce Race Equality Standard (WRES)**.

The Equality Act 2010 protects anyone who falls into a 'protected characteristic':

Age
Disability
Sex (gender)
Sexual orientation
Gender reassignment

Race (including national identity and ethnicity)
Religion and belief
Pregnancy and maternity
Marriage and civil partnership.

Equality Objectives



Engage
to create
inclusive
healthcare

We will continue to engage with our communities and our people to help us bring a community perspective to SaTH processes, decision-making and wider work at SaTH.



Empower
to achieve

We will work to inspire others to be part of our inclusion journey to recognise their unique contribution and role to support change.



Embed
and celebrate

We will remain focused utilising our key performance measures to monitor our progress and celebrate our success.

Progress against our Equality Objectives

Engage to create inclusive healthcare			
Ref	Action	Update	RAG
1.0	Develop our Trust board and senior leadership as EDI Champions	We have a commitment from our board and senior leadership team to partner with our staff networks. We have supported 14 individuals to become cultural ambassadors and 16 individuals to join our change team to support change. All leaders are mandated to attend development in 22/23 and also have a annual objective set linked to % of people experience discrimination at work in Staff Survey.	
1.1	Meaningful and targeted patient engagement and data collection, driving service improvement to reduce health inequality	A great amount of work has been done to strengthen our reach to seldom heard communities, to improve engagement including a 5 year Public Participation Plan and investment in a Social Inclusion Facilitator.	
1.2	Establish our staff network and patient group to help shape our services and culture	The Trust continues to support our three staff networks, the Race Equality & Inclusion Network, The (DAWN) Disability, Ability & Wellbeing Network and SaTH Pride our LGBTQ+ Network. The Trust has an Equality, Diversity and Inclusivity Advocate Group to help identify health inequalities and drive improvements throughout the Trust. We now need to embed and build our networks further, to continue addressing the experiences faced by our people and communities.	

Progress against our Equality Objectives

Empower to achieve

Ref	Action	Update	RAG
2.0	Engender a culture where staff feel a sense of belonging and allyship	Our culture journey to improve working life at SaTH continues. Over the past 12 months we have undertaken numerous engagement conversations and made changes. However despite this our staff survey results show 9% of people reporting they experience discrimination at work. We know culture change takes time. We have worked with the Kings Fund and NHSE/I to design a Culture and Leadership programme. So far 11 leaders have attended from band 3 to board and a further 78 are currently completing the programmes and we will continue to roll this out during 2022/23. Our OD programme will build on this by ensuring a sense of belonging and allyship runs through the full employee lifecycle from onboarding to exit.	
2.1	Culturally enrich our organisation by reflecting the diverse communities we serve	Over the past 3 years our representation across Disability, LGBTQ+ and BAME staff has increased. However these numbers are still low and not reflective at senior levels. We have more targeted work to do. Our BAME medical and nursing workforce represents 12.79% of total workforce and our focus is to look at corporate roles such as senior leadership, facilities and estates, finance and senior medical and nursing roles to ensure they are also representative at all levels.	
2.2	Enrich our organisational development offer, so staff are informed and empowered	In July 2021 SaTH launched our leadership development programme for our people. Roll out was impacted by COVID however development is now back on track. Despite covid 89 leaders have attended from band 3 to board. In addition we have a great HWB offer for our people and one we continue to grow. The ICS of which we are a key partner launched an Inclusive Leadership Programme. We do recognise we have more to do to ensure we are developing diverse talent in an inclusive manner.	

Progress against our Equality Objectives

Embed and Celebrate			
Ref	Action	Update	RAG
3.0	Develop an EDI reward and recognition framework for the Trust	In July 2021 we held our first ever Virtual Trust Awards. We had over 800 colleagues nominated for a COVID Hero award and all staff received a COVID Hero Rainbow badge and Care for You Day. We have also celebrated staff who have reached their Long Service Awards, for 25 or 40 years working for the NHS. We do have a monthly celebration calendar to recognise key events and dates as well as supporting Health and Wellbeing. More work to do to ensure an embedded framework.	
3.1	Seek external accreditation to demonstrate continued improvement	We continue to support the Disability Confident Scheme and our commitment to guaranteeing an interview for applicants who meet the essential requirements of the role. We aim to become a Disability Confident Employer at level 2 during 2022.	
3.2	Annual EDI conference	While in partnership with the ICS we have supported many celebration events our annual conference was not delivered during 2021 due to impact from COVID. The ICS did run a virtual leadership conference in 2021 and our plans this year will include our community.	

Our refreshed Equality Action Plan

The next set of slides outlines our updated actions aligned to each of the Equality objectives for the next 2 years.

The actions have been identified based on numerous factors such as;

- » WRES 2021 report published March 2022 identified SaTH among the least performing Trusts for Indicator 4 (Likelihood of white staff accessing non-mandatory training and CPD compared to BME staff 2016-2021)
- » **Our Staff Survey 2021 results where -**
- » 10% of respondents reported experiencing discrimination at work of which 39% cited the discrimination was based on their ethnic background which is a worsening position
- » 55% felt the Trust respects individual differences
- » Only 49% agreed the Trust acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age
- » Our Public Participation plan
- » Our workforce data further highlights a lack of diversity especially looking at ethnicity in roles band 7 and above we also see low representation across the Trust with other protected characteristics such as disability and sexual orientation.
- » Feedback from our staff networks where they wish to ensure they are heard and supported by visible senior leaders
- » The NHS Long Term Plan and NHS People Plan/ Promise

The Board are asked to support these actions and seek to monitor our progress at least annually. For the People & OD actions we will monitor progress via our monthly Operational People Group, the ICS People board and at least annually to SaTH People Committee. For our Patients and Health Inequalities these will be monitored via our Equality Diversity & Inclusion Advocate Group, Our Public Participation and via the ICS EDI Group as well as at least annually to SaTH Trust Board.

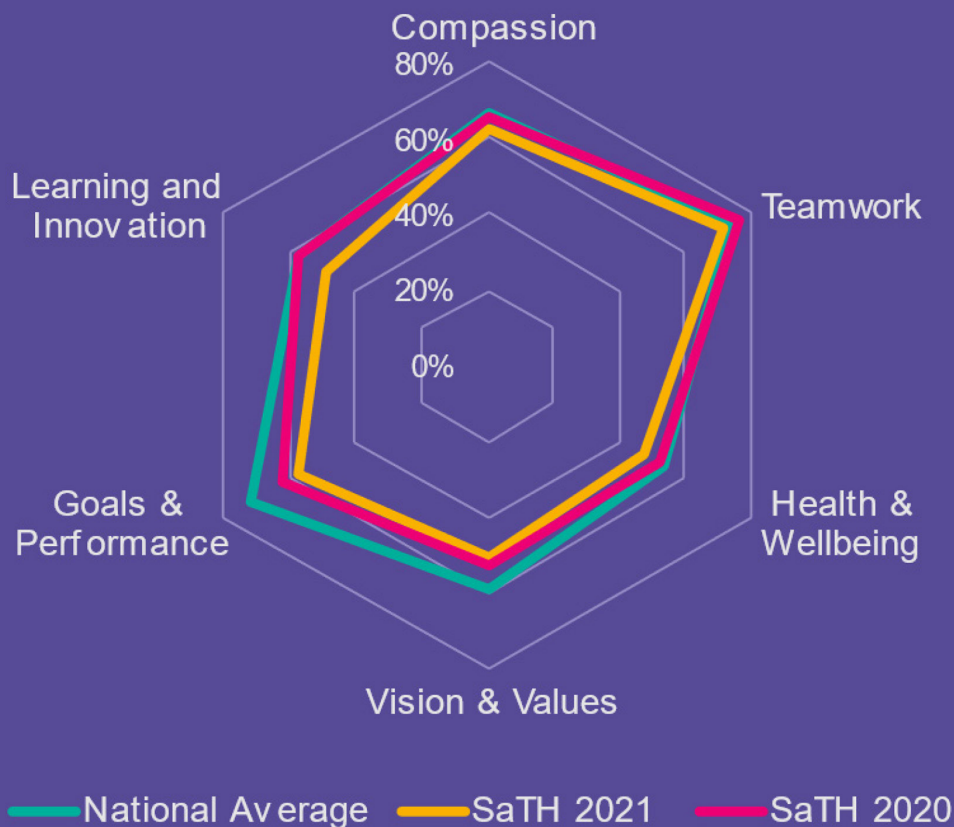
Our refreshed Equality Action Plan

Engage to create inclusive healthcare					
Ref	Action	Measures alongside cultural dashboard	Review Date (Embed and Celebrate)	Responsible Officer	EDS 2 alignment
1.0	Continue to develop our Trust board and senior leadership as E D I Champions/ Embed and support our leaders to achieve the Senior leader objectives and targets on EDI, including board members.	Staff Survey -% people experiencing discrimination at work - % reporting effective leadership	Annually	People & OD Director	Inclusive Leadership
1.1	Meaningful and targeted patient engagement and data collection, driving service improvement to reduce health inequality	Patient engagement	Annually	Director of Nursing	Improved Patient Access and Experience
1.2	Continue to support our staff networks to develop; review the purpose and align with Executive mentoring support to ensure our people are supported to speak up and feel heard.	Staff Survey We are compassionate and Inclusive results demonstrating improvement	Annually	People & OD Director	A represented and supported workforce
1.3	Develop a Public Assurance Forum and share and engage with our communities on service change/developments and publish outputs including equality impact assessments.	Embedded forum Equality impact assessments	Annually	Director of Public Participation	Better health outcomes for all
1.4	Promoting and increasing our community membership each year by 10% ensuring we have representative membership across the areas we serve	Community membership and protected characteristics	Annually	Director of Public Participation	Better health outcomes for all
1.5	Developing an online training video and toolkit for our workforce with a step by step guide on engaging the public around service changes and developments.	Video and toolkit developed and utilisation rates	Annually	Director of Public Participation	Better health outcomes for all
1.6	We will adopt a more proactive Population Health approach with both our Integrated Place Partnership Boards, who work through Health and Wellbeing Boards, and the Better Care Fund to tackle health inequalities and prevent ill-health in these key areas Mental Health Children & Young People (CYP) Healthy weight Physical activity Alcohol care teams The Tobacco Dependency Treatment programme Inpatient pregnant women	Patient Outcomes UN Sustainability Goals	Annually	Medical Director	Better health outcomes for all

Our refreshed Equality Action Plan

Empower to achieve					
Ref	Action	Measures alongside cultural dashboard	Review Date (Embed and Celebrate)	Responsible Officer	EDS 2 alignment
2.0	Engender a culture where staff feel a sense of belonging and allyship- Review HWB, reward and recognition workstreams to ensure we support education and inclusive programmes to support true sense of belonging at SaTH for all staff.	Staff Survey Retention rates	Bi Annually	People & OD Director	Inclusive Leadership
2.1	Culturally enrich our organisation by reflecting the diverse communities we serve- Improve representation across all roles including band 7 and above through Inclusive recruitment panels Reverse mentoring/ coaching Seek external accreditation to demonstrate continued improvement e.g Disability Confident Employer level 2 obtainment Develop and embed Cultural ambassador role Review of adverts and JDs to ensure inclusive and flexible culture is promoted Work towards achievement of the 6 high impact recruitment actions	WRES/ WDES Gender Pay Audit	Bi Annually	Director People & OD	Improved Patient Access and Experience
2.2	Enrich our Organisational development offer, so staff are informed and empowered and people experience for all is improved Annual EDI celebrations/ Cultural Diversity Days Embed Trust values/ behaviours through Zero tolerance campaign Inclusion FTSU ambassador Create open productive learning environment that educates and addresses privilege and everyday bias; Civility Saves Lives, change team, online resources Review and create continuous improvement of HR processes Cultural ambassador role Equality impact assessments Embed 'restorative just culture' to create psychological safety	Staff Survey We are compassionate and Inclusive results demonstrating improvement	Bi Annually	Director People & OD	A represented and supported workforce Inclusive Leadership
2.3	Increasing the number of seldom heard groups who are involved and giving their views each year by 10%.	Increase participation by 10%	Annually	Director of Public Participation	Improve patient access and experience
2.4	Review and evaluate our inclusive leadership development and set the direction for talent management and start embedding the approach to ensure increased representation at band 7 and above	Talent pool by protected characteristics, WRES/ WDES, Increased representation band 7 and above	Bi Annually	Director of People & OD	Inclusive Leadership

How we will measure our progress for People: Cultural Dashboard

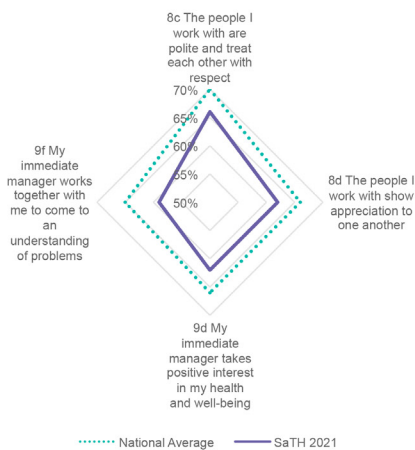


While our action plan sets out all of our measure of success this is underpinned by our cultural dashboard. The dashboard has been collated using data from the staff survey results 2021 to provide an overview of Shrewsbury and Telford Hospital cultural assessment benchmarked against national peer Trusts.

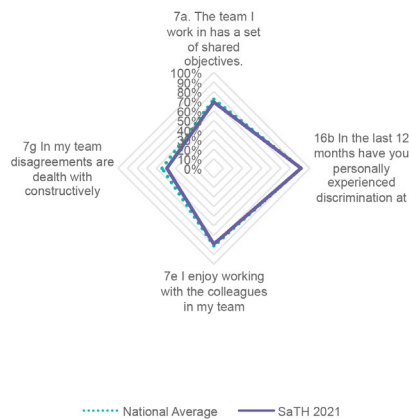
The dashboard will be used to identify key areas for cultural intervention, which will then be measured to understand impact. This year Health and Wellbeing has been added into the dashboard as this is a vital area for organisation.

Compassion, Teamwork and Health & Wellbeing

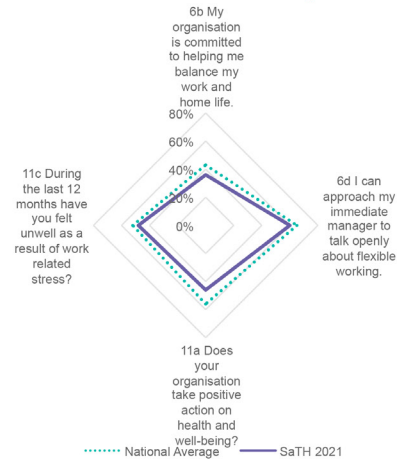
Compassion



Teamwork

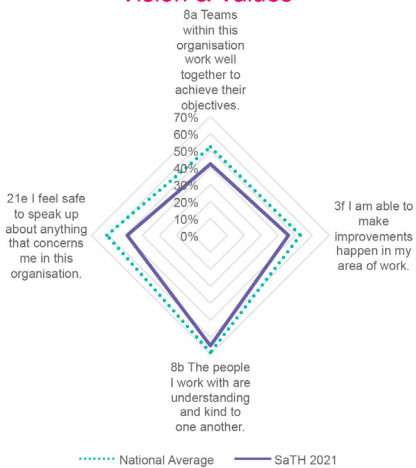


Health & Wellbeing

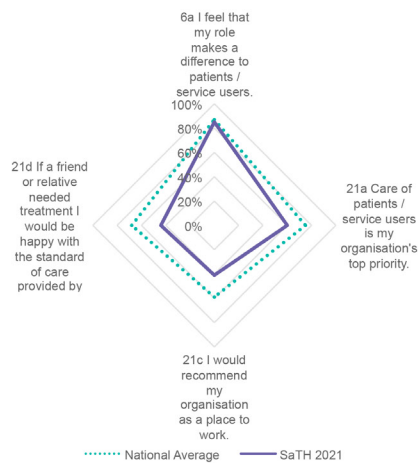


Vision & Values, Goals & Performance and Learning & Innovation

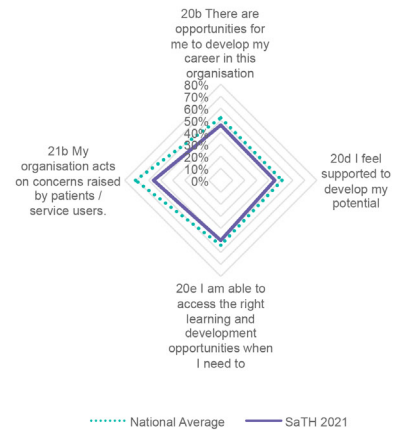
Vision & Values



Goals & Performance



Learning & Innovation



Culture Question Overview

Compassion

- 8c The people I work with are polite and treat each other with respect
- 8d The people I work with show appreciation to one another
- 9d My immediate manager takes positive interest in my health and well-being
- 9d My immediate manager works together with me to come to an understanding of problems

Vision & Values

- 8a Teams within this organisation work well together to achieve their objectives
- 3f I am able to make improvements happen in my area of work
- 8b The people I work with are understanding and kind to one another
- 21e I feel safe to speak up about anything that concerns me in this organisation

Teamwork

- 7a The team I work in has a set of shared objectives
- 16b In the last 12 months have you personally experienced discrimination at work from a manager / team leader or other colleagues
- 7e I enjoy working with the colleagues in my team
- 7g In my team disagreements are dealt with constructively

Goals & Performance

- 6a I feel that my role makes a difference to patients / service users
- 21a Care of patients / service users in my organisation's top priority
- 21c I would recommend my organisation as a place to work
- 21d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation

Learning and Innovation

- 20b There are opportunities for me to develop my career in this organisation
- 20d I feel supported to develop my potential
- 20e I am able to access the right learning and development opportunities when I need to
- 21b My organisation acts on concerns raised by patients / service users



Thank you for taking the time to read our EDI strategy progress update.

