

One Team SASH

Diversity and inclusion strategy for SASH



One Team: we work **together** and have a can-do approach to all that we do recognising that we **all add value** with **equal worth**

- One Team, a core value of Surrey and Sussex Healthcare NHS Trust



Contents

- 1.0 Introduction
- 2.0 Surrey and Sussex Healthcare NHS Trust
- 3.0 Legal and regulatory framework
- 4.0 Development of our strategy
- 4.2 Working with partners to embed equality and diversity
- 5.0 Our Team SASH – our four pillars
- 6.0 Reviewing and monitoring progress

Appendices

- 1. Inclusion objectives – work plan

The NHS belongs **to the people**.

It is there to improve our health and wellbeing.

Supporting us to keep mentally and physically well, to get better when we are ill and when we cannot fully recover, to stay as well as we can to the end of our lives.

It works at the limits of science bringing the highest levels of human knowledge and skill to save lives and improve health.

It touches our lives at times of greatest need, when care and compassion are what matter most.

- NHS Constitution for England



One Team SASH

SASH diversity and inclusion strategy

1.0 Introduction

SASH sits at the heart of our community and plays a huge part in people's daily lives, be those staff, patients or members of the public.

Our role is to ensure that all of **our people**, have equal access to fair and inclusive services and opportunities. We are committed to the elimination of discrimination, in reducing health inequalities, promoting equality of opportunity and dignity & respect for all our patients, service users, their families, carers and our staff.

Our strategic overarching principle is that patients and staff enjoy high quality, safe services and better outcomes.

The Trust has a legal obligation, (under the Public Sector Equality Duty, as set out in the Equality Act 2010), to deliver this, but over and above our legal obligations, we as a Trust want to ensure that these basic principles are embedded in everything we do.

This ethos is enshrined in the NHS Constitution, a common set of principles which set out the rights and responsibilities of staff, patients and the public and their involvement with the NHS.

The first principle of the NHS Constitution, as set out below, highlights our duties beyond our role as an employer and healthcare provider, to support our communities and wider society to reduce health inequalities and address imbalances for minority or diverse groups of people.

NHS constitution

The NHS provides a comprehensive service, available to all

It is available to all irrespective of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital 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 each and every individual that it serves and must respect their human rights.

At the same time, it has a wider social duty to promote equality through the 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



1.1 SASH Trust values

Our Inclusion Plan – **One Team SASH** – is underpinned by our Trust values, and links to our workforce and organisational development strategy.

The **Trust values** are:

Dignity and Respect: we value each person as an individual and will challenge disrespectful and inappropriate behavior.

One Team: we work together and have a ‘can do’ approach to all that we do recognising that we all add value with equal worth.

Compassion: we respond with humanity and kindness and search for things we can do, however small; we do not wait to be asked, because we care.

Safety and Quality: we take responsibility for our actions, decisions and behaviours in delivering safe, high quality care.

For the purposes of this strategy, by “team” we mean our whole population: patients, staff, the public and our wider community of stakeholders and partners.

2.0 Our challenge

As an organisation, we are keen to ensure that inclusion is at the **heart of everything we do**. Our population covers a wide demographic, many of whom are within seldom heard groups. It is important that we listen to and understand the needs of our community to ensure the services we offer to patients and visitors and our staff are appropriate and provided on an equal basis.

The data we collate informs how we develop our services, and also our **offer** to staff. Whilst our overall feedback from staff is positive, there is still work to do to ensure all staff are treated equally and have equal opportunity for career progression and promotion.

Our feedback from the National Staff Survey continues to improve but we need to review certain areas of concern, notably:

- Number of staff experiencing discrimination at work
- Number of staff experiencing harassment, bullying or abuse from patients, relatives or the public
- Number of staff experiencing physical violence from patients, relatives or the public

We have also reviewed the outcomes of the 2017 Workforce Race Equality Standard which has highlighted areas for development which include:

- The numbers of BAME staff on the Trust board

From our own data we are aware that we need to do more to ensure

- Ensuring recruitment episodes relate to Trust values and all candidates are treated equally throughout the process
- Work towards understanding the proportion of staff who have a disability (our ESR data reports 1.44% staff recorded as having a disability, yet our National Staff Survey data shows 14% recorded as having a disability)

We will also be completing the national Gender Pay Gap Report for submission by 31 March 2018 and reviewing any actions required from this.

3.0 Surrey and Sussex Healthcare NHS Trust

SaSH provides emergency and non-emergency services to the residents of east Surrey, north-east West Sussex, and South Croydon, including the major towns of Crawley, Horsham, Reigate and Redhill. We provide acute and complex services at our hospital (East Surrey Hospital) in Redhill. In addition, we provide a range of outpatient, diagnostic and less complex planned services at Caterham Dene Hospital and Oxted Health Centre, in Surrey, and at Crawley Hospital and Horsham in West Sussex.

Serving a growing population of over 535,000 we care for people living, working and visiting east Surrey, north-east West Sussex, and south Croydon, including the towns of Crawley; Horsham; Reigate and Redhill.

East Surrey Hospital is the designated hospital for Gatwick Airport and sections of the M25 and M23 motorways. It has a trauma unit, which cares for seriously injured patients in partnership with the major trauma centres at St George's University Hospitals NHS Foundation Trust and Royal Sussex County Hospital Brighton. East Surrey Hospital has 691 beds and ten operating theatres – along with four more theatres at Crawley Hospital in our day surgery unit.

We are a major local employer, with a diverse workforce of around 4,000 providing healthcare services to the community we serve.

The Trust is an Associated University Hospital of Brighton and Sussex Medical School.

3.1 SASH strategy

The Trust's strategy aims to put our patients at the heart of everything we do, ensuring safe, quality treatment in all cases.

We continue to develop our culture of continuous improvement in the way we deliver services to our communities across Surrey and the north east of West Sussex.

The One Team Inclusion Plan is aligned to the key objectives as set out in our Trust strategy, ensuring equality to all staff and patients and that inclusion is part of the SASH DNA.

4.0 Legal and regulatory framework

Along with our moral obligation to ensure all staff, patients and visitors, are treated equitably, with respect and dignity, there are a number of legislative and regulatory frameworks that SASH must follow.

These include:

Human Rights Act 1998

Equality Act 2010

Public Sector Equality Duty- section 149 Equality Act 2010

Health and Social Care Act 2012

Health, public health and social care outcomes frameworks

CQC key inspection questions 2013

Workforce Race Equality Standard

The NHS Constitution – revised 2013

The Care Act 2014

4.1 Public Sector Equality Duty

Under the Equality Act 2010, all public sector employers must abide by the Public Sector Equality Duty (PSED). The PSED has three key aims, which are:

1. Eliminate discrimination, harassment, victimisation
2. Advance equality of opportunity between people who share a protected characteristic and people who do not
3. Foster good relations between people who share a protected characteristic and those who do not

These are sometimes referred to as the three aims or arms of the general equality duty. 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

The broad purpose of the duty is to ensure consideration of equality and good practice in day-to-day Trust business. The duty requires organisations to consider how they could positively contribute to the advancement of equality and good relations.

Compliance with the equality duty is a legal obligation, but it also makes good business sense. An organisation that is able to provide services to meet the diverse needs of its users and staff should find that it carries out its core business more efficiently. A workforce that has a supportive working environment is more productive. Many organisations have also found it beneficial to draw on a broader range of talent and to better represent the community that they serve. It should also result in better informed decision-making and policy development. Overall, it can lead to services that are more appropriate to the user, and services that are more effective and cost-effective. This can lead to increased satisfaction with public services.

4.2 Protected Characteristics

The Equalities Act 2010 also introduced nine **Protected Characteristics**.

They are:

Age

Disability

Gender reassignment

Marriage and civil partnership

Pregnancy and maternity

Race

Religion or belief

Sex / gender

Sexual orientation

4.3 Equality and human rights impact assessment

When implementing service change and / or policy review, we are required to assess how these will affect people across the protected characteristics and human rights

If we do not consider how a function can affect different groups in different ways, it is unlikely to have the intended effect. This can contribute to greater inequality and poor outcomes

The Equality Duty requires equality considerations to be reflected into the design of policies and the delivery of services, including internal policies, and for these issues to be regularly reviewed.

To undertake this, those leading change should ensure they undertake an Equality and Human Rights Impact Assessment to understand how the proposed change will affect those using the service / policy.

We need to ensure we provide accessible services to our community (be they staff or patients, visitors, etc).

4.4 Workforce Race Equality Standard (WRES)

The WRES has recently been introduced by NHS England and measures Trusts against nine equality indicators.

The nine indicators are taken from Trust data regarding the workforce as well as data from the national staff survey. The nine indicators are as follows:

- (1) Percentage of staff in each of the AfC Bands 1-9 and VSM (including executive Board members) compared with the percentage of staff in the overall workforce
- (2) Relative likelihood of staff being appointed from shortlisting across all posts
- (3) Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
- (4) Relative likelihood of staff accessing non-mandatory training and CPD
- (5) KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
- (6) KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
- (7) KF 21. Percentage believing that trust provides equal opportunities for career progression or promotion
- (8) Q217. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues
- (9) Percentage difference between the organisations' Board voting membership and its overall workforce

In the 2016 WRES report, SASH has been noted nationally for good practice in relation to Indicator (3).

The report has three key roles:

- To enable organisations to compare their performance with others in their region and those providing similar services, with the aim of encouraging improvement by learning and sharing good practice

- To provide a national picture of WRES in practice, to colleagues, organisations and the public on the developments in the workforce race equality agenda
- To share summaries of what works, good examples and recognising organisations which, at this early stage of WRES implementation, are making progress against the indicators

The indicators are a combination of data from the National Staff Survey and local workforce data.

The outcomes are reported annually and SASH reviews these with a view to delivering appropriate interventions.

5.0 Development of our strategy

Following a Trust board development seminar, (facilitated by brap, a diversity and human rights charity, who we are working with due to their expertise and experience in supporting diversity and inclusion in the NHS¹), we started to devise the concept of **One Team SASH**.

brap have worked with a number of Trusts in our local area as well supporting NHS England and its predecessor organisations on the diversity and inclusion agenda across the health service.

The aim of the board seminar was to facilitate the development of our equality objectives, to consider what operational inclusion activities we could deliver in the organisation and the action plans for delivering these. Along with this, the Board considered the use of national frameworks (e.g. the Workforce Race Equality Standard (WRES), the Equality Delivery System² (EDS2), etc.), and how these support an inclusive organisation.

The seminar was attended by our chair and chief executive, directors and non-executive directors as well as chiefs of service.

A number of activities were undertaken during the seminar around the following themes:

- understanding our current position
- considering what would 'good' looks like
- identifying our diversity champion
- exploring unconscious bias

These activities stimulated a number of conversations about diversity and inclusion at SASH, and out of these a number of diversity and inclusion **mission statements** were developed.

¹ <http://www.brap.org.uk/>

² <https://www.england.nhs.uk/about/gov/equality-hub/eds/>

It was important for the Board to develop these statements and objectives themselves to ensure they reflected the Trust, rather than being a set of generic statements which may not have captured the true culture of SASH.

We also tested these statements in the wider Trust with a further session facilitated by brap.

This is a key development for SASH as the Trust has not had a specific set of Inclusion statements / objectives, or a defined Inclusion Strategy previously.

5.1 Our inclusion mission statements

Our mission statements provide a set of principles that we want all of our population / community to understand and follow.

This will help support both the development and embedding of our inclusion strategy and plans.

SASH inclusion mission statements

- We are an organisation that is welcoming to all
- We will not tolerate any forms of discrimination and will challenge it wherever we see it, ensuring at SASH that equality, diversity and inclusion is everybody's business
- We will ensure that there are no barriers to accessing our services and achieving high quality outcomes for all. We will engage with our communities, in a bid to ensure we meet the needs of the people who use our services, with the aim of ensuring better outcomes for all, improve our patient access and experience
- We will take a preventative role to health by listening to our users, particularly those from **seldom heard** groups in our community (for example, the travelling community and people with learning disabilities)
- We will create a motivated and committed workforce, which enables talent to be recognised and rewarded regardless of demographic and celebrate the accomplishments of all our staff.
- We will act on feedback from our staff, so that we are better able to respond to create the best working conditions and foster the best working relationships; thereby continually improving the way we employ, support and retain a high quality diverse workforce
- We will develop interventions which help our staff to understand and support one another for the benefit of patients in our care
- We will work with partner organisations to reduce inequality within the Strategic Transformation Plan **footprint**
- We will set up an Inclusion Steering Group to ensure equality, diversity and inclusion are at the centre of all we do and that we are meeting relevant regulatory and mandatory equality requirements (i.e. Equality Act 2010 and public Sector Duty)
- We will ensure that the way we communicate with our staff, patients and visitors continues to be inclusive and equitable and share resources and develop initiatives for our diverse communities

- accountability
- positive reputation
- better outcomes

As such, our objectives have been aligned with our Patient & Public Experience Strategy to ensure we are taking into account the requirements of our wider community as well as our staff.

By our inclusion of the communities and people we serve, our success in delivering better outcomes and quality of service will be improved.

6.0 Health inequalities and population profiles

Despite the principles and values being set out for the NHS in the Constitution - and the NHS having been established nearly seventy years ago to provide healthcare free at the point of delivery - data available at a national level shows certain groups in our communities endure on-going health inequalities. Unfortunately, data on the extent to which such inequalities may be prevalent in our communities is not readily available.

In order to deliver services which meet the needs of the communities we serve we need to understand the profile of the population. The importance of delivering services in a culture which promotes and values equality, diversity and inclusion for our patients, carers, public, staff and volunteers is self-evident.

7.0 Roles and responsibilities

Chief executive, chair and board members

The Trust Board have overall responsibility for leading and promoting the equality agenda, making sure arrangements are in place to eliminate discrimination, monitor the delivery of the Trust's inclusion plan, ensuring all staff are treated in an equitable and fair manner.

The Trust board will receive the Annual Workforce Diversity Report and will also receive annual updates on the progress against the SASH Inclusion Plan. More regular updates will be provided via the Trust's finance and workforce committee.

Senior management

All Trust executives and other senior managers will be expected to promote and publicise their commitment to equality and role model inclusive leadership and behaviour.

Managers and supervisors will ensure that they and all members of staff in their team are aware of their responsibilities and obligations regarding equality and diversity. This will be managed in line with the Trust's values. Managers will commit to promoting equality activities within their teams and releasing staff where able to attend events, staff network meetings, conferences, etc.

Staff networks

The networks are a platform for staff to voice their opinions and support the Trust to improve working practices and services. It is a resource that is invaluable in developing positive outcomes. Staff networks are important as they bring together those working within the organisation to help improve staff engagement within their organisation.

Staff responsibility

Individuals in particular will ensure that they are aware of their responsibilities and obligations regarding equality and diversity. This will be managed in line with the Trusts values and behaviour framework. This includes all substantive staff as well as those employed on agency, bank, honorary, student and any other non-substantive arrangements.

8.0 Reviewing and monitoring progress

The strategy has been reviewed and annual work plans have been developed from this. The annual plans provide the detail on the operational delivery of the strategy and outline broad timelines for the delivery of this.

The operational delivery of the plan will be undertaken by members of the inclusion steering group (or staff identified by the ISG to undertake these tasks). This will be reviewed by the Trust's workforce committee, which is a devolved committee of the Board level finance and workforce committee. This will ensure regular NED review oversight of the progress of the plan.

We are committed to ensuring we offer all staff, patients and visitors inclusive and equitable treatment and provide an environment where inclusion is part of our organisational **DNA**.

This strategy and the work-plan will provide a platform for us to deliver this vision.

Mark Preston

Director of organisational development and people

March 2018

Appendix 1

Inclusion objectives – Work plan

2018 – 2020

The Trust is required to publish a set of equality objectives that span no longer than a period of four years. We have used our Inclusion Mission Statement to develop our equality objectives for the period 2017- 2020. The objectives and their associated action points are described below.

This is not an exhaustive list and we will add to this as / when required to ensure that Inclusion is at the centre of everything we do.

Item	Objective	Indicator / CQC Domain	Actions	Who
Equality objective: valuing the diversity of our workforce				
We will demonstrate the value of our diverse workforce by celebrating with our staff, developing our staff and keeping our staff free from discrimination				
1.1	Agree inclusion strategy, to include governance structure, approved by Trust board and align to overall Trust strategy / patient and public experience strategy	Well Led	Complete inclusion strategy – Review by JNCC, LNC, BAME Forum, Trust Executive, Finance & Workforce Committee, Trust Board. Formal launch in April 2018	Director of OD and People Director of corporate affairs
1.2	Agree NED / executive inclusion champion. Set up an inclusion steering group and establish local and regional equality network groups (e.g. BAME, Disability Group, LGBT Forum, etc.). These forums will support inclusion across the	Well Led	Agree NED / executive champion via Trust board Agree membership, ToRs and work-plan for inclusion steering group	Director of OD and People Director of

	Trust via different means (e.g. development of policies, development of training interventions, etc.)			corporate affairs BAME Network / HR business partner
1.3	Ensure legal and regulatory requirements are actioned (i.e. publication of equality report, submission of WRES data to NHS England, National Staff Survey, etc.), and annual workforce monitoring is undertaken in line with the public sector equality duty and prepare for future reporting (i.e. Disability Equality Standard). Produce an annual inclusion report for Trust board	Well Led WRES Metrics 1-4	As per national regulation and guidance	Director of OD and people
1.4	Ensure robust HR systems and training are in place for all staff related issues to be managed in a fair and equal manner (i.e. participation in non-mandatory training in a fair and equal manner; recruitment conversation rates represent our local community; employee relations cases; policies and procedures, etc.)	Well Led NSS – KF20 WRES Metrics 1-9	Review MAST / Induction content Ensure line managers are provided with relevant training and support to develop / maintain environments which are fair and equal for all staff	Head of education, learning and OD HR business partners
1.5	Promote and celebrate inclusion at SASH (i.e. establish a diversity calendar, facilitate diversity events (e.g. Black History Month, LGBT History Month, promote and support staff attendance at PRIDE events)	Well Led	BAME Network and Disability Network to agree a range of events to celebrate inclusion and diversity	BAME Network Disability Network
1.6	Use the achievement review process to identify	NSS – KF21	Ensure equal access to development	Head of

	career progression and development opportunities in line with protected characteristics	WRES Metric 4	opportunities through the education, development and training programmes SASH offer Link to the development of SASH leaders	education, learning and OD
Equality objective: inclusion is championed by the board and senior leaders Our board will create opportunities to hear from diverse voices across our communities and champion inclusive leadership at all levels				
2.1	Develop SASH inclusive manager toolkit to support line managers to develop inclusive environments for staff, service users and visitors	Well Led / Caring / Responsive WRES Metrics 1-9	Work with key stakeholders to develop a tool kit that ensures inclusion is central to how we work with our staff, and support patients and visitors	HR business partners Chief nurse
2.2	Via Trust recording processes (i.e. It's Not Okay, DATIX, formal and informal reporting), review incidents of bullying and harassment in line with protected characteristics	Responsive WRES Metrics 5-6	Regular review of DATIX incidents reported related to bullying / harassment. Follow up by Directors as per agreed It's Not Okay process	Head of workforce relations
2.3	Review opportunity to develop a patient engagement focus group so we can ensure patients are engaged and input into our overall inclusion strategy	Well Led / Responsive	Complete stocktake/mapping of organisations that support diversity groups Identify patients to join the focus group as part of the engagement/co-design and use feedback/outcome to input into specific work streams for the Trust	Director of corporate affairs

Equality objective: engaging with the whole team

We will build relationships with stakeholders, partners and other groups in our community to inform and improve the opportunities and services we offer to staff, patients and the public

3.1	Work with Healthwatch Surrey and Healthwatch West Sussex to gather and respond to feedback pertaining to diversity and inclusion	Responsive	As part of the on-going dialogue with Healthwatch	Director of corporate affairs Chief nurse
3.2	Listen to the voices of our people through the Friends and Family Test / Your Care Matters surveys and identify key community groups to work on reducing health inequalities in our population	Responsive	Review feedback from an inclusion perspective from FFT and YCM, patient surveys and other sources and work with community groups to reduce inequalities on agreed priority areas	Director of corporate affairs Chief nurse

Equality objective: perfecting an inclusive patient experience

We will design and deliver inclusive services to patients and the public ensuring that individual needs are respected

4.1	Include patients where appropriate in the development of services and policies and other appropriate work-streams (i.e. Rapid Process Improvement Weeks, etc.)	Safe / Effective / Caring / Responsive	Identify opportunities for inclusion in relation to service developments and improvements Develop a list of interested patients, carers and others	Chief nurse
4.2	Develop an ability to analyse patient experience feedback by protected characteristics.	Well Led / Responsive	Review Meridian system to determine if data can be analysed by protected characteristics and share with	Chief nurse

			divisional teams	
4.3	Continue to work with patient groups/advocates to ensure that a wide range of communities have the opportunity to contribute to our service development and provide clarity to us about how and what we can do differently to make a difference	Well Led / Responsive	Implement actions from the Patient & Public Engagement Strategy to ensure communities contribute to service development and feedback on progress	Director of corporate affairs Chief nurse