

**Equality Delivery System - Goals and Outcomes** **APPENDIX B**

**Implementation Group Grading December 2015**

Goal	Outcome				
<b>1. Better health outcomes for all</b>	1.1 Services are commissioned, designed and procured to meet the health needs of local communities, promote well-being, and reduce health inequalities				
	1.2 Individual patients' health needs are assessed, and resulting services provided, in appropriate and effective ways				
	1.3 Changes across services for individual patients are discussed with them, and transitions are made smoothly				
	1.4 The safety of patients is prioritised and assured. In particular, patients are free from abuse, harassment, bullying, violence from other patients and staff, with redress being open and fair to all				
	1.5 Public health, vaccination and screening programmes reach and benefit all local communities and groups				
<b>2. Improved patient access and experience</b>	2.1 Patients, carers and communities can readily access services, and should not be denied access on unreasonable grounds				
	2.2 Patients are informed and supported to be as involved as they wish to be in their diagnoses and decisions about their care, and to exercise choice about treatments and places of treatment				
	2.3 Patients and carers report positive experiences of their treatment and care outcomes and of being listened to and respected and of how their privacy and dignity is prioritised				
	2.4 Patients' and carers' complaints about services, and subsequent claims for redress, should be handled respectfully and efficiently				
<b>3. Empowered, engaged and well-supported</b>	3.1 Recruitment and selection processes are fair, inclusive and transparent so that the workforce becomes as diverse as it can be within all				

Goal	Outcome				
<b>staff</b>	occupations and grades				
	3.2 Levels of pay and related terms and conditions are fairly determined for all posts, with staff doing equal work and work rated as of equal value being entitled to equal pay				
	3.3 Through support, training, personal development and performance appraisal, staff are confident and competent to do their work, so that services are commissioned or provided appropriately				
	3.4 Staff are free from abuse, harassment, bullying, violence from both patients and their relatives and colleagues, with redress being open and fair to all				
	3.5 Flexible working options are made available to all staff, consistent with the needs of the service, and the way that people lead their lives. (Flexible working may be a reasonable adjustment for disabled members of staff or carers.)				
	3.6 The workforce is supported to remain healthy, with a focus on addressing major health and lifestyle issues that affect individual staff and the wider population				
<b>4. Inclusive leadership</b>	4.1 Boards and senior leaders conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations and beyond				

<b>at all levels</b>	4.2 Middle managers and other line managers support and motivate their staff to work in culturally competent ways within a work environment free from discrimination				
	4.3 The organisation uses the “Competency Framework for Equality and Diversity Leadership” to recruit, develop and support strategic leaders to advance equality outcomes				

# Equality Delivery Template – Evidence of Grading

## FEBRUARY 2016

Goal		Outcome	Evidence	Grade	
<b>1. Better health outcomes for all</b>		<b>1.1</b> Services are commissioned, designed and procured to meet the health needs of local communities, promote well-being, and reduce health inequalities.	<p>Staff survey results indicate that that Trust is a caring service provider.</p> <p>The Trust tries to reduce health inequalities by holding public engagement events and signposting patients when appropriate</p> <p>It is not within the remit of the Trust to commission services as we are a provider service.</p>		
		<b>1.2</b> Individual patients' health needs are assessed, and resulting services provided, in appropriate and effective ways.	<p>Patient assessment is the Trusts core business. Patients are transported, referred or signposted to the most appropriate healthcare setting for their needs. This includes the point of access with the 999 call. Some calls are appropriate for hear and treat rather than an ambulance attendance.</p>		
		<b>1.3</b> Changes across services for individual patients are discussed with them, and transitions are made smoothly.	<p>The 999 service does not have a regular Patient cohort therefore unable to discuss changes with individuals. Any changes are discussed via a public consultation.</p>		

			<p>However, it has a number of processes in place to ensure that patients are handed over to receiving staff for example at hospital, in an appropriate manner.</p> <p>Questions within all patient surveys, also ask whether the patient felt involved in their care/treatment. Responses to this question remain positive month on month. (Conveyance and Discharge of Care Policy, EEAST Clinical Manual ebook, Patient Forms)</p>	
		<p><b>1.4</b> The safety of patients is prioritised and assured. In particular, patients are free from abuse, harassment, bullying, violence from other patients and staff, with redress being open and fair to all.</p>	<p>Patient surveys inform the service that patients are free from abuse, harassment, bullying, violence from other patients and staff, with redress being open and fair to all.</p> <p>Patient Engagement events are also held which provide an ideal opportunity to gain feedback, both positive and negative.</p> <p>The Trust also has recently signed off a Visitors Policy in line with the Lampard Report to enable the safety and security of patients and carers from visitors to the Trust.</p>	
		<p><b>1.5</b> Public health, vaccination and screening programmes reach and benefit all local communities and groups.</p>	<p>Although the Trust is not commissioned to provide screening or vaccination programmes, it undertakes some screening at its engagement events, such as BP assessments. Where indicated the patient would be signposted to their GP.</p>	

			It also has a full vaccination programme in place for all staff, including the annual flu vaccination.	
<b>2. Improved patient access and experience</b>		<b>2.1</b> Patients, carers and communities can readily access services, and should not be denied access on unreasonable grounds.	To be Evidenced at next engagement event on 1 <sup>st</sup> March 2016  All calls are triaged across the 999 system with only our frequent callers being part of an agreed management plan	
		<b>2.2</b> Patients are informed and supported to be as involved as they wish to be in their diagnoses and decisions about their care, and to exercise choice about treatments and places of treatments.	To be Evidenced at next engagement event on 1 <sup>st</sup> March 2016 Each patient assessment is discussed between the clinician and the patient as to the suggested treatment options. Place of care will be dependent on the acuity of their emergency as defined by our A&E contract	
		<b>2.3</b> Patients and carers report positive experiences of their treatment and care outcomes and of being listened to and respected and of how their privacy and dignity is prioritised.	Currently evidenced through PATIENT SURVEYS. To be assessed at the Community Consultation event on 1 <sup>st</sup> March 2016 Crews are aware of patients dignity when handing over at hospitals	
		<b>2.4</b> Patients' and carers' complaints about services and subsequent claims for redress, should be handled respectfully and efficiently.	To be assessed at the Community Consultation event on 1 <sup>st</sup> March 2016 The Trust has a robust complaints service and the Trust is working with the Patient Association to ensure we capture the patient's voice	
<b>3. Empowered, engaged and well supported staff</b>	The NHS should increase the diversity and quality of the working lives of	<b>3.1</b> Recruitment and selection processes are fair, inclusive and transparent so that the workforce becomes as diverse as it can be within all occupations and grades	The Trust has a recruitment and selection policy in place which promotes a non-discriminatory approach to recruitment activities. Facilitate the appointment of the best	

the paid and non paid workforce, supporting all staff to better respond to patients' and communities' needs		<p>person for the job based on individual merit. The policy also helps the Trust to recruit a diverse workforce. It ensures that the recruitment and selection activities are fair and open. Personal information withheld during shortlisting and review of application. A shortlist is purely made on the strength of experience, skills, qualifications and other essential criteria as outlined in the personal specification for any post advertised.</p> <p>There is clear guidance on how interview questions have to be scored.</p> <p>The Trust has an internal vacancy e-zine which is easily accessible to all staff.</p> <p>Vast majority of the vacancies are available on NHS Jobs. Other means are used to recruit senior and specialist roles e.g. national newspapers and specialist journals.</p>	
	<b>3.2</b> Levels of pay and related terms and conditions are fairly determined for all posts, with staff doing the same work in the same job being remunerate of equality	<p>Job roles are rated according to the NHS Job Evaluation Scheme. The Agenda for change handbook provides best practice guidance on the terms and conditions of pay for staff appointed into the NHS. All new appointments are subject to Agenda for Change terms and conditions of employment.</p>	
	<b>3.3</b> Through support, training, personal development and performance appraisal, staff are confident and competent to do their work so that services are commissioned or provided	<p>Staff are eligible to have a yearly appraisal with their line managers to support them achieving their work objectives and to identify any particular learning needs that would support their success. Appraisal should be focused on praise and what the individual has completed,</p>	

		appropriately	this is irrespective of staff from any of the 9 protected characteristics, it is available for all staff. Every month the completed appraisal statistics are available on the Trust intranet site.	
		<b>3.4</b> Staff are free from abuse , harassment, bullying, violence from both patients and their relatives and colleagues with redress, being open and fair to all	<p>The Trust has already started to embark on training senior members of staff on Bullying and Harassment. Two Training days took place in Norwich where an external training provider facilitated this process. A drama group was also invited to stage a real life scenarios to encourage student participation. This took place in December 2015.</p> <p>EEAST have provided a number of workshops that have included raising awareness of what constitutes Bullying, Harassment, Violence and Abuse including unacceptable language, conduct and behaviour in the workplace. 34 staff attended an anonymous workshop to look at whether staff felt their working department were experiencing any of these areas to provide feedback.</p> <p>This feedback then informed the structure, content and delivery style of the Forum theatre Workshops. EEAST delivered 6 x 2 hour sessions which included early morning, late afternoon and evening training sessions to support as many staff attending on differing shift patterns. Here the Trust Vision and Values were presented together with handouts on example behaviours of what constitutes bullying and harassment in the workplace.</p>	

		<p><b>3.5</b> Flexible working options are made available to all staff, consistent with the needs of patients, and the way that people lead their lives</p>	<p>The Trust receives a number of flexible working agreements across the different directorates for individuals that fall within and beyond the 9 protected characteristics. All requests are processed in line with the policy i.e. produce an application which is considered/agreed/or an alternative offered. The Flexible Working Practice Policy was updated September 2015.</p>	
		<p><b>3.6</b> The workforce is supported to remain healthy, with focus on addressing major health and lifestyle issues that affect individual staff and the wider population</p>	<p>The Trust has just appointed a Health Well-Being and Engagement Manager to address this area. EAST are investing heavily in this area, streamlining, providing and developing the following range of interventions, whilst looking at other options, in order to support staff in their wellbeing :</p> <ul style="list-style-type: none"> <li>• Occupational health services – provide health checks on recruitment and during employment including support for case management reviews, physiotherapy and counselling. OH are able to attend management meetings and provide wider guidance on wellbeing</li> <li>• Well-being resilience training – a new service provided by PAM includes health and wellbeing and this is shortly to be piloted in one of our departments</li> <li>• CIC counselling – supporting staff who require a more in-depth counselling service providing on average 6 sessions of counselling and available through</li> </ul>	

			<p>self- referral or management referral</p> <ul style="list-style-type: none"> <li>• Trim - Trauma Risk Management (TRiM) is a welfare led process that is intended to assess a member of staff who has been exposed to such a traumatic event</li> <li>• Coaching support – the HEE provides a list of coaches who have under-gone assessment with appropriate qualifications from across the health sector who provide free coaching services to health workers. This service has been offered to all managers to support them throughout their career</li> <li>• MIND training - Blue Light Resilience Courses are being run by MIND and currently there are 8 courses planned</li> <li>• Chaplaincy – a multi faith Chaplaincy service is established and there are plans to extend the numbers of volunteer chaplains to enable a broader coverage across the organisation</li> <li>• Presenteeism – a review of the absence policy is underway to ensure that the above support mechanisms are implemented consistently across the organization.</li> </ul> <p>Future initiatives:</p>	
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			<input type="checkbox"/> MIND Time to Change – fighting the stigma against mental health in the workplace <input type="checkbox"/> Drop In Days – trialling January <input type="checkbox"/> Social media – wellbeing tips on screens, Twitter, Facebook etc <input type="checkbox"/> ‘Whole Wellbeing’ approaches – a holistic and embedded system currently being discussed. Meetings arranged with Comms Dept to follow through on an intranet based wellbeing hub to support all activity	
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<b>4. Inclusive leadership at all levels</b>	NHS organisations should ensure that equality is everyone’s business, and everyone is expected to take an active part, supported by the work of specialist equality leaders and champions	<b>4.1</b> Boards and senior leaders conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations and beyond	<ul style="list-style-type: none"> <li>• Through the formulation of the Equality Diversity and Inclusion Steering Group – Chaired by the Chair of the Trust.</li> <li>• Equality Diversity Board Training Day planned for Mid Feb 2016</li> </ul>	
		<b>4.2</b> Middle managers and other line managers support and motivate their staff to work in culturally competent ways within a work environment free from discrimination	The Trust has started to roll out Equality and Diversity Training. There are future plans to deliver Positive Action and Unconscious Bias Training. 10 Training Sessions are planned for 2016.	
		<b>4.3</b> The organisation uses the ‘Competency Framework for Equality and Diversity Leadership’ to recruit, develop and support strategic leaders to advance equality outcomes	<p>The Trust has started to use the Competency Framework for Equality and Diversity Leadership and feeds through recruitment as well and training staff to advance equality outcomes.</p> <ul style="list-style-type: none"> <li>• <b>Equality, Diversity and Inclusion Manager</b> – JD/PS attached.</li> </ul>	

			<ul style="list-style-type: none"><li>• <b>The Trust's People and Culture Strategy</b> – Commitment to Equality. Section 9</li><li>• <b>NHS Job Evaluation Handbook</b> – Section 3, p5 and Section 7, p8 <a href="http://www.nhsemployers.org/~media/Employers/Documents/Pay%20and%20reward/JE%20Handbook%20fifth%20edition/NHS%20Job%20Evaluation%20Handbook%20-%20fifth%20edition.pdf">http://www.nhsemployers.org/~media/Employers/Documents/Pay%20and%20reward/JE%20Handbook%20fifth%20edition/NHS%20Job%20Evaluation%20Handbook%20-%20fifth%20edition.pdf</a></li><li>• <b>Job Descriptions include the following paragraph:</b> <i>Equality and Diversity:</i> Actively promote the Trust's commitment to equality and diversity by treating all patients, colleagues and visitors with dignity and respect and comply with related policies including Equal Opportunities Policy, Dignity at Work Policy, Recruitment and Selection Policy etc.</li><li>• <b>Training:</b> <i>Mandatory training</i> for clinical and non-clinical staff – first section of the workbook is Equality and Inclusion. Mike Magowan for most recent mandatory workbooks? <i>HR Policy Group</i> has been trained to conduct EqlA on policies.</li></ul>	
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