

Director of Workforce Foreword

Maidstone and Tunbridge Wells NHS Trust (MTW) has a legal and moral obligation to ensure fairness and equality in access to services and employment practices by meeting its obligations under the Equality Act 2010 and other NHS contractual obligations.

The Workforce Strategy (Shaping Our Future Together 2015-2020) defines the ambition of the Trust to construct an organisation where people deliver excellence each day and feel engaged, enabled and empowered to work for the Trust. MTW is committed to creating a culture that promotes equality and embraces diversity in all its functions as both an employer and service provider. The Trust's aim is to provide a safe environment, free from discrimination and a place where all individuals are valued and are treated fairly.



This report showcases some of the equality work we have undertaken at MTW during 2016. It sets out its vision for 2017 towards driving the equality agenda into the organisation by using tools such as the Equality Delivery System 2 (EDS2), the Public Sector Equality Duty, and the Workforce Race Equality System.

The activities focus on bringing about improvements for the diverse communities we serve and the people employed by the Trust.

We know that providing the right skills and knowledge will support our staff to effectively deliver care that is second to none. This is supported by policies and procedures; the provision of educational workshops; involvement and engagement with local Trusts and organisations; and gathering valuable feedback to inform and improve the services we deliver.

We recognise that we cannot be complacent with the progress we have made to date and that to ensure equality is embedded into our work, we need to instill an ethos of fairness, kindness and respect into our program of delivering healthcare services at MTW to ensure acceptance of all without exception.

A handwritten signature in black ink, appearing to read 'RHG', followed by a horizontal line and a period.

Richard Hayden
Director of Workforce
January 2017



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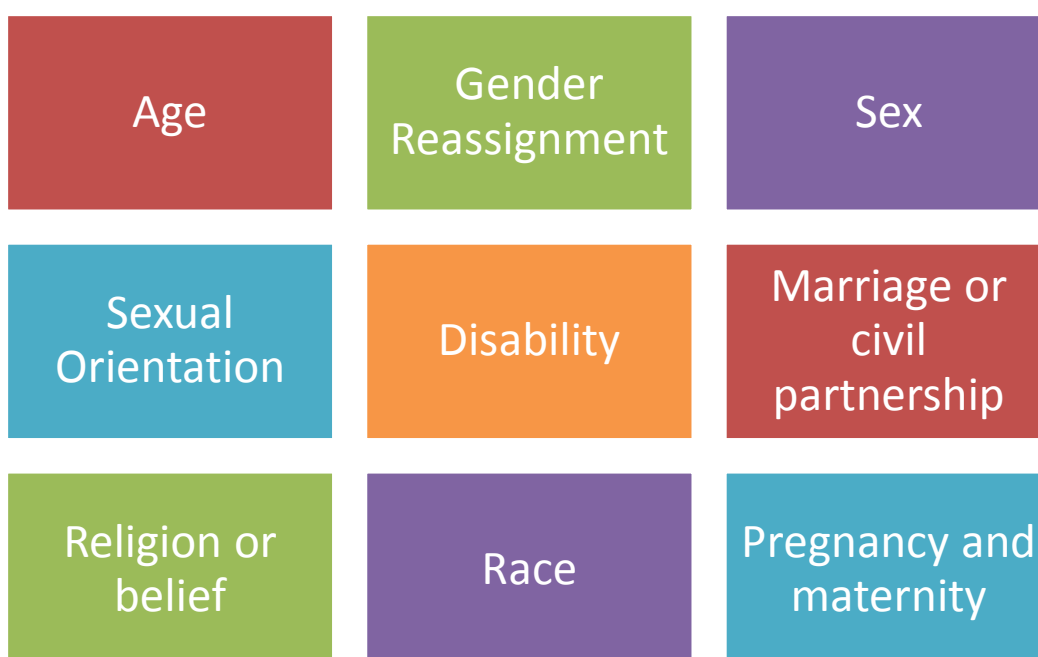
1. INTRODUCTION

The Trust Board is committed to the equality agenda and approved the Workforce Strategy with equality being one of the six key priorities. In 2016 the newly appointed Director of Workforce created a dedicated role to manage the implementation of equality and diversity within the organisation. The Trust is in its first year of this new approach to embedding and mainstreaming equality into everything it does.

Equality is about creating a fair environment where everyone has the opportunity to fulfil their potential and diversity is about recognising and valuing different in its broadest sense. In essence, the aim is that all people are treated with kindness and respect, in a manner they wish to be treated and ensure that they are accepted for who they are without exception.

1.1. Legislation

The Equality Act 2010 consolidated many pieces of complicated legislation in terms of age, sex, disability discrimination and many more and seeks to ensure that all public bodies take into consideration the needs of all people that will be affected by their actions. The Equality Act 2010 protects 9 characteristics:



1.2. NHS Standard Contract

- **The Public Sector Equality Duty**, which came into force across Great Britain in April 2011, requires all public bodies to consider all individuals when carrying out their day to day work and have due regard for the need to:
 - Eliminate discrimination
 - Advance equality of opportunity
 - Foster good relations between different people when carrying out their activities



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The NHS has a duty to treat all patients from all walks of life, from all communities and from all backgrounds and groups. If we fail in this duty, we fail in our responsibility to all NHS patients and their particular needs.

- The main purpose of the **Equality Delivery System 2 (EDS2)** is to help local NHS organisations, in discussion with local partners including local people, review and improve their performance for people with characteristics protected by the Equality Act 2010. EDS2 has 18 outcomes which are grouped under four goals: 1) Better Health Outcomes 2) Improved patient access and experience 3) A represented and supported workforce 4) Inclusive leadership.

EDS2 can help MTW respond to the Public Sector Equality Duty specifically by publishing information to demonstrate compliance and prepare and publish specific and measurable equality objectives at least every four years.

- Introduced in 2015 by NHS England, the **Workforce Race Equality Standard (WRES)** ensures that employees from black and minority ethnic (BME) backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

The results, obtained from the Electronic Staff Record (ESR) and the National NHS Staff Survey, are submitted to NHS England along with an action plan addressing the areas of concern.

- A new standard, focused on **Workforce Disability Equality**, will be introduced in 2017 with full results and action planning required from 2018.

1.3. Workforce Strategy

The Workforce Strategy defines the ambition of the Trust to construct an organisation where people deliver excellence each day and feel engaged, enabled and empowered to work for the Trust. The strategy has six interrelated workforce priorities of which equality and diversity is one.

MTW is committed to creating a culture that promotes equality and embraces diversity in all its functions as both an employer and service provider.

The Trust's aim is to provide a safe environment, free from discrimination, and a place where all individuals are valued and are treated fairly.



1.4. Maidstone and Tunbridge Wells NHS Trust

MTW serves a population of approximately 560,000 people across Maidstone, Tunbridge Wells and their surrounding boroughs. The Trust comprises of two acute sites situated in Maidstone and Pembury providing general hospital services and some areas of specialist complex care. The Tunbridge Wells Hospital at Pembury is a Private Finance Initiative (PFI) hospital and provides mainly single bedded en-suite accommodation for inpatients. The Trust provides specialist cancer services to



around 1.8million people across Kent and Sussex via the Kent Oncology Centre, based at Maidstone and Kent and Canterbury Hospitals. The Trust employs around 5,500 full and part time staff.

1.5. Care Quality Commission (CQC)

The CQC is the independent regulator of health and social care in England. It was set up to ensure health and social care services provided people with safe, effective, compassionate, high quality care and they encourage care services to improve.

They monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety and publish what they find, including performance ratings to help people choose care.

The CQC undertook an inspection of Maidstone and Tunbridge Wells NHS Trust in October 2014. The Trust was rated as 'good' for caring but required improvement in other areas including the provision of translation services for patients.

We have ensured that our work around the EDS2 criteria is linked to the CQC standards, to demonstrate and evidence the continual progress made to meet our moral and legal obligations.

This report showcases some of the equality work we have undertaken at MTW during 2016. It sets out its vision for 2017 towards driving the equality agenda into the organisation by using tools such as the Equality Delivery System 2 (EDS2), the Public Sector Equality Duty, and the Workforce Race Equality System.



2. THE EQUALITY DELIVERY SYSTEM 2

MTW have taken a selective approach with the EDS2 goals, working with information from the CQC report, HealthWatch Kent, Joint Consultative Forum, PALS and workforce data.



2.1. Better Health Outcomes

1.2 Individual people's health needs are assessed and met in appropriate and effective ways

Developing CQC found that the Trust did not ensure that care and treatment was provided to service users with due regard to their cultural and linguistic background and any disability they may have.

Equality Objective 1 Implementation of "one stop shop" translation service to provide the Trust with 24/7 access to interpreters from June 2016.

2.2. Improved Patient Access and Experience

2.2 People are informed and supported to be as involved as they wish to be in decisions about their care

Developing Patients with learning disabilities may be disadvantaged where the way in which they would like to be communicated with is not obtained and adhered to

Equality Objective 2 Implementation of the Accessible Information Standard from August 2016.

2.3. A Representative and Supported Workforce

3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels

Developing The WRES for 2016 demonstrates that there is a 14% likelihood of people from a BME background being appointed from shortlisting compared to 25% of people from a white background

Equality Objective 3 Work with the Learning and Development team to create a recruitment training program addressing unconscious bias, to enable a robust recruitment process to be in place with appropriate checks and balances to avoid discrimination.



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2.4. A Representative and Supported Workforce

3.3 Training and development opportunities are taken up and positively evaluated by all staff

Achieving WRES data shows that staff from a BME background are equally likely to access non mandatory training as staff from a white background

2.5. A Representative and Supported Workforce

3.4 When at work, staff are free from abuse, harassment, bullying and violence from any source

Developing The NHS National Staff Survey shows that 29% of BME staff feel they have experienced harassment, bullying or abuse from patients, relatives or the public.

The survey also shows that 25% of BME staff feel they have experienced harassment, bullying or abuse from staff.

Equality Objective 4 Create and work with Cultural Diversity Network group to celebrate diversity in the Trust and provide a supportive environment to enable the BME community to have a voice.

2.6. A Representative and Supported Workforce

3.5 Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives

Achieving Employee relations data demonstrate a range of flexible working options which have been implemented for a range of staff including home working, part time, condensed working hours and job sharing.

2.7. Equality Objectives

As a direct result of the EDS2 data gathering, four equality objectives have been created:

Objective 1	Implementation of "one stop shop" translation service to provide the Trust with 24/7 access to interpreters from June 2016
Objective 2	Implementation of the Accessible Information Standard from August 2016
Objective 3	Work with the Learning and Development team to create a recruitment training program addressing unconscious bias to enable a robust recruitment process to be in place with appropriate checks and balances to avoid discrimination
Objective 4	Create and work with Cultural Diversity Network group to celebrate diversity in the Trust and provide a supportive environment to enable the BME community to have a voice



3. WORKFORCE RACE EQUALITY SYSTEM

The Workforce Race Equality Standard enables us to monitor that staff from black and minority ethnic backgrounds have equal access to career opportunities and receive fair treatment in the workplace. Data obtained from ESR and the NHS National Survey were reviewed against 9 indicators and compared against the previous year. The first 4 indicators were comparisons of White and BME staff from ESR and recruitment data:

Indicator	Data for 2016	Data for 2015
1. Percentage of staff in AfC Bands 1-9 compared with percentage of staff in overall workforce	White clinical 52% White non clinical 24% BME clinical 14% BME non clinical 4%	White clinical 49% White non clinical 24% BME clinical 14% BME non clinical 4%
2. Relative likelihood of staff being appointed from shortlisting across all posts	White 25% BME 14%	White 20% BME 13%
3. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation	White 2% BME 4%	White 3% BME 5%
4. Relative likelihood of staff accessing non mandatory training and CPD.	White 50% BME 50%	White 50% BME 50%

The next 4 indicators were comparisons of the outcomes of responses for White and BME staff from the NHS National Survey:

Indicator	Data for 2016	Data for 2015
5. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	White 27% BME 29%	White 29% BME 22%
6. Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	White 21% BME 25%	White 23% BME 23%
7. Percentage of staff believing that trust provides equal opportunities for career progression or promotion	White 89% BME 71%	White 90% BME 78%
8. In the last 12 months have you personally experienced discrimination at work from any of the following? Manager/team	White 6% BME 16%	White 5% BME 14%



Indicator	Data for 2016	Data for 2015
leader or other colleagues		

The last indicator is a comparison between BME and White staff of Board representations:

Indicator	Data for 2016	Data for 2015
9. Percentage difference between the organisations Board voting membership and its overall workforce	BME 9% Overall 19.4%	BME 9% Overall 19.4%



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The WRES action plan is underway:

No	Key Action	Lead	Due Date
1	<i>Data Cleanse</i> Communication to all staff explaining importance of collating ethnic origin data and how it is used Data cleanse of ethnic origin on ESR to be undertaken.	Director of Workforce & Chief Nurse Head of Employee Services & Head of Transformation	February 2017 June 2017
2	<i>Recruitment</i> Advertisements for band 8a and above to state that BME groups are under-represented within the Trust at senior levels and applications from BME people would be welcomed.	Head of Employee Services	October 2016
3	<i>Recruitment</i> BME staff to be included in interview panels for posts at band 8a or above where available Members of the BME Network Group to attend interviews in an observation capacity	Head of Engagement & Equality	June 2017
4	<i>Recruitment</i> Review Recruitment and Selection training to ensure cultural sensitivity (including unconscious bias) to be included in Recruitment Workshops	Head of Engagement & Equality	31 December 2016
5	<i>Disciplinary</i> Annual review of anonymised and summarised cases of BME staff entering the disciplinary process - scrutinised by Executive Lead, Head of Employee Relations, Head of Staff Engagement and Equality - findings presented to Diversity Management Group and Workforce Committee with recommendations	Head of Employee Relations Head of Engagement & Equality	30 November 2016
6	<i>Career</i> BME Network Group to host an event focused on career development of BME staff	BME Chair Head of Engagement & Equality	February 2017
7	<i>Discrimination</i> Publicity campaign to address bullying/harassment and discrimination of staff by patients/relatives/public and manager/team leader/colleagues	Head of Engagement & Equality Communications Manager	November 2016
8	<i>Discrimination</i> Recruitment of BME staff members as advisors from BME network regarding bullying/harassment issues Training for advisors to be arranged Advertisement of BME advisors	Head of Engagement & Equality BME Chair	January 2017



4. PARTNERSHIP AND ENGAGEMENT

We appreciate the benefits of collaborative working and engaging with those whose lives we aim to improve.

The Trust has benefited from working with Oxleas NHS Foundation Trust who are experienced leaders in the field of equality and appear in the Stonewall Top 100 Employers Index.

MTW are members of a recently formed Kent, Surrey and Sussex Diversity Leads network which sees Equality leads across the South of England coming together to discuss issues, share best practice and learn from each other.

In recent months, we have shared transgender awareness workshops with staff from Kent Community Health NHS Foundation Trust, Heart of Kent Hospice, and Turning Point, a charity supporting people with dependencies.

We work closely with Stonewall who provide advice and guidance on creating an inclusive environment for our lesbian, gay, bisexual, and transgender (LGBT) community.



5. KEY ACHIEVEMENTS OF 2016

✓ **Dedicated Equality Lead**

The role of Head of Staff Engagement and Equality was recruited to in April 2016 demonstrating the Trust Board's commitment to the equality agenda. No-one previously had sole responsibility for embedding equality into the Trust.

✓ **Interpreting**

The Trust implemented a new translation service in June 2016, providing a one stop shop for all translation services. Services provided include written translation, face to face language translation, British Sign Language (BSL), Deaf/Blind services and telephone interpreting. Telephone interpreting is available 24 hours a day, 7 days a week, 365 days a year.

The service is easy to use either by placing a request for face to face and BSL interpreting through an online portal – available both in and out of hours, or one helpline number for immediate access to a telephone interpretation service.

✓ **Disability Confident Scheme**

The Disability Confident Scheme was launched by the Government in July 2016 which replaces the Positive about Disability "Two Ticks" scheme. The scheme aims to help employers make the most of the opportunities provided by employing disabled people.

As we are already committed to the recruitment and retention of disabled people, we were able to obtain Level 2 Disability Confident Employer status.

✓ **EDS2**

The Equality Delivery System² has been produced for 2016 and four Equality Objectives have been created.

✓ **Workforce Race Equality Standard**

The WRES has been completed, submitted to NHS England, and an action plan is in progress.

✓ **Cultural Diversity Network**

A network was set up in November 2016 to celebrate the diverse cultural backgrounds of Trust staff, to provide support and career development advice and guidance and drive forward the WRES action plan.

✓ **Stonewall Diversity Champion**

MTW work with Stonewall, a charity which supports people from the LGBT communities, and are pleased to be Diversity Champions. The program is an excellent framework for creating a workplace that enables LGBT staff to reach their potential.

We completed the Stonewall Workplace Equality Index in September 2016 and results recently released demonstrate an increase in score from the Index submitted in 2015.



✓ **Transgender Awareness Workshops**

10 workshops have been delivered, between November 2016 and January 2017, in which attendees have heard the transgender journey of one of our staff members, learnt about terminology associated with transgender people and found out how to support transgender patients and colleagues.

✓ **Transgender Policy**

A policy has been created providing managers with guidance about how to support staff members who may undergo transition whilst employed by MTW. This has had input from transgender staff and Stonewall and is currently going through the ratification process.

✓ **LGBT Survey**

A survey, created in collaboration with Great Ormond Street Hospital, assessing how members of our LGBT community are treated at the Trust was launched in January. The results will be used as a basis for creating an inclusive environment for our LGBT community as patients and staff within the organisation.

✓ **Website and Intranet**

The Trust's website and intranet have dedicated E&D areas signposting staff, patients and visitors to relevant policies and educational pages regarding equality and diversity.

✓ **Employee Assistance Programme**

The Trust implemented an Employee Assistance Programme (EAP) in September 2016, providing staff with online access through a portal to advice and guidance regarding health and wellbeing including the provision of face to face and telephone counselling.



6. THE YEAR AHEAD

The following describes what is planned for 2017

No Bystanders Campaign

Launch the Stonewall No Bystanders Campaign to demonstrate commitment of the Trust and all staff to stand up for the rights of those people who have protected characteristics.

LGBT History Month

Following on from the LGBT survey, MTW will be participating in LGBT History Month. During February 2017 we will promote understanding, value diversity and work towards developing an inclusive environment for our LGBT colleagues, patients and visitors. Staff will be provided with an opportunity to learn more about LGBT figures from both ancient and modern history and participate in a quiz to enable us to “celebrate the present by remembering the past”.

LGBT Network

Launch a forum for staff to discuss issues that specifically affect them, raise awareness of sexual orientation and gender identity among staff, raise concerns of discrimination and provide advice and guidance on policies, local and national.

Stonewall Workplace Equality Index

Working with the LGBT Network and Stonewall, increase the Index score with the aim of reaching the Top 100 Employers List by 2019/20.

Disability Network

Launch a forum for staff to discuss issues that specifically affect them, raise awareness of disability among staff, raise concerns of discrimination, and provide advice and guidance on policy, local and national

Disability Confident Employer

Complete application to maintain Level 2 Disability Confident Employer status.

Implementation of the Workforce Disability Equality Standard

Becoming part of the NHS Contract in 2017/18, information will be gathered for preliminary review on Workforce Disability data.

Cultural Diversity Network

Celebrate the achievements of the Cultural Diversity Network (CDN) across the Trust, monitor progress on actions, and share best practice.

Mandatory Equality and Diversity Training

Working with the network groups, review and update the mandatory E&D online training.



Stress/Anxiety Awareness Training for Managers

With anxiety, stress and depression accounting for 15% of all workforce sickness, a workshop will be designed and delivered, to enable managers to recognise these conditions in their staff, work with them to avoid triggers, and manage them empathetically in order to reduce overall sickness absence.

Workforce Equality Data Improvement

In order to accurately report on the WRES, WDES and Sexual Orientation/Gender Identity Standards, and to provide us with accurate information regarding the protected characteristics of our workforce, we need to ensure that equality data is collected and maintained. This will require a key element of engagement with staff to provide them with peace of mind regarding the use of that data.

Senior Role Models

Recruit and identify role models for the protected characteristics at senior levels within the organisation, to demonstrate commitment and understanding at the Trust Board.

Update Equality and Diversity Policy

Review and bring the E&D policy in accordance with national and local initiatives, embedding the true meaning of equality and diversity into everything we do.



7. CONCLUSION

Equality and Diversity play a valuable part in the Trust's agenda to deliver healthcare services that meet the needs of the local population served.

The recent focus has led to real progress on equality making it something which is now discussed at all levels. The Trust Board has demonstrated real commitment to the Equality Agenda, and initiatives are being driven forward with enthusiasm. Staff are encouraged to see the part they have to play in making MTW a fair, kind and respectful place to be for patients, visitors and themselves, moving ever forwards to acceptance without exception.

We have in just one year implemented the EDS2, met our CQC actions for translation services, undertaken WRES reporting and action planning, and raised awareness of the equality duty within the Trust.

We know that this is just the beginning of our journey and we have a lot of work ahead of us. We will use our workforce equality information to demonstrate improvements in creating a workforce that reflects the diversity of the population that we serve. Where equality issues are identified, we will target those areas and make real improvement. We will strive to ensure that consideration of equality in service delivery for those who face barriers when accessing services, and to improve employment policies and practices to support our diverse workforce.

Ultimately, we will embed an ethos of fairness, kindness and respect into MTW to ensure acceptance of all without exception.

