

Equality Diversity and Inclusion

Annual Report 2016-17

INTRODUCTION

1. This report provides a summary of the work undertaken by the Trust to progress the equality, diversity and inclusion (EDI) agenda in 2016/17.
2. In July 2016 the Trust published its EDI Strategy for 2016 – 2020. This strategy established five Equality Objectives (EOs) to provide clear focus and a framework to thread EDI into core business, as follows:
 - Objective 1: Involving and empowering stakeholders
 - Objective 2: Understanding local population and patient profiles and needs
 - Objective 3: Measuring and monitoring patient experience
 - Objective 4: Building Inclusive leadership
 - Objective 5: Delivering a representative workforce

Throughout the year, updates on delivery against these five strategic objectives have been made to the Board's Resources and Performance Committee on a quarterly basis. This report provides the overall, end of year position.

HIGHLIGHTS

3. Whilst there has been significant progress across a range of issues, as the attached report demonstrates, developments in four areas were particularly noteworthy, namely:
 - **Project SEARCH**
This scheme is designed to help young people aged 17 to 25 who have special educational needs to get the skills they need to find paid employment. The nine month supported internship programme involves the students attending three different placements during the course of the academic year. In the first year of the scheme the 'Interns' will be based at Pinderfields but it is hoped that in future we will be able to provide opportunities for the Interns at Dewsbury and Pontefract.

The Trust was pleased to be invited to join this exciting Wakefield based initiative because it will help us understand what we need to do as an employer to support and develop the young people involved; it is believed that we will be able to use this learning for the benefit of all our staff.
 - **Focus Groups for Black, Asian and Minority Ethnic (BAME) Staff**
As part of our continued commitment to staff engagement, our Chief Executive wrote to all our BAME staff to invite them to meet with him during January 2017.

Over recent years our annual staff survey results have shown that our BAME staff report higher levels of bullying, harassment and abuse by colleagues than white staff and they were less likely to consider the Trust to be an equal opportunities employer. Whilst similar issues are reported by BAME staff across the wider NHS, the Chief Executive was keen to hear from BAME colleagues

why they thought this was the situation at Mid Yorkshire and the ideas they might have for how we can improve things.

Focus groups were held on each of our three hospital sites to enable as many BAME staff to attend as possible. As a result of what the staff had to say it was agreed an improvement plan should be developed to respond to the issues raised; once approved by Executive Directors this would be publicised widely.

- **Local Health Equality Panels**

As in 2015/16, NHS commissioners and providers worked together to plan and deliver the process to engage local community and patient groups in assessments of EDI performance in 2016/17 using the NHS Equality Delivery System (EDS2). During this process the NHS partners agreed that they would ask those community and patient groups that took part in the events whether they believed there would be benefit in establishing local Health Equality Panels (HEP) in each of the CCG areas. The purpose of the panels would be to:

- Maintain dialogue between the NHS partners and the community groups throughout the year rather than just during the EDS2 process
- Develop relationships and understanding to facilitate the two-way flow of information
- To facilitate joint working on developing the plan for the EDS2 programme for 2017/18

It was pleasing that all the groups that took part in the EDS events were very enthusiastic about this suggestion, seeing it as a mechanism for them to build stronger links with the CCG and local NHS providers. As a result HEPs have been established in Wakefield and Kirklees and will provide a focal point for community engagement throughout the year.

- **NHS Employers Diversity and Inclusion Partners Programme 2016/17**

The Trust's was chosen from over 40 applicants to be one of the twenty partners for 2016/17. The Trust participated throughout the year in a range of events and meetings to improve our understanding and contribute to the development of national policy in areas such as WRES, WDES, Gender Pay Reporting, Disability Confident and Inclusive Leadership, amongst other things.

FURTHER INFORMATION

4. For further information about anything in the report that follows or any other EDI issues you can email the Trusts EDI Lead: gordon.smith@midyorks.nhs.uk

5. Equality, Diversity and Inclusion Annual Report 2016 – 17

Objective 1 – Improving Stakeholder Engagement		
Work Stream	Aim	Activities
Supporting the Acute Hospital Reconfiguration (AHR) community engagement programme	Engage and inform local communities about the AHR programme to develop their understanding, allay fears, secure support and garner their suggestions for improving service design	<ul style="list-style-type: none"> • Appendix A provides a full summary of the activities undertaken • A particularly innovative approach by the Trust was to establish links Foxes Biscuits in Dewsbury. Foxes employ a high proportion of Asian staff and an increasing proportion of Eastern Europeans in their factory. MYHT organised displays on several occasions in their staff canteen over the morning break and lunch periods providing information on our service changes
NHS Equality Delivery System (EDS2)	Engage with diverse communities and use the EDS2 framework to assess our performance against the Goals and Outcomes and use the feedback to inform improvement	<ul style="list-style-type: none"> • A series of meetings was organised with community groups across Wakefield and Kirklees • MYHT presented evidence on the actions it had taken to engage communities and raise awareness about the service changes implemented as part of the AHR programme • The community groups were asked to rate the Trust's efforts using the EDS2 scoring mechanism and identify improvements that could be made. • Although the Trust was rated as 'Developing' (Delivering for some protected groups) overall, its efforts to engage local communities were recognised and received positive comments during the process • The feedback received was used to inform implementation of Phase 2 of AHR • A Full report on the 2016/17 EDS2 process is available separately

RESOURCES AND PERFORMANCE JULY 2017	EQUALITY, DIVERSITY AND INCLUSION UPDATE JULY 2017	??
-------------------------------------	--	----

MYHT Access Group	Quarterly meeting with stakeholders who have disabilities to identify ways of improving access	<ul style="list-style-type: none"> • The Group covered a range of issues throughout the year. Examples included: <ul style="list-style-type: none"> ➢ Feedback from the group was used to inform the revision of the Trust’s Interpretation and Translation Policy ➢ The Group provided useful comments on the drafts of leaflets to provide advice to staff on supporting patient who have Sensory Impairment and/or use Assistance Dogs
MYHT EDI Awareness Programme	Aimed at raising the awareness of staff, patients and visitors on a range of equality, diversity and inclusion issues.	<ul style="list-style-type: none"> • Celebrated Black History Month in October with items in the Staff Weekly Bulletin and culinary events held at Pinderfields • Publicised the Yorkshire and Humber Leadership Academy’s RADAR programme which aims to develop BAME NHS staff across the region • Publicised Bi Awareness day across MYHT and represented the Trust at the Wakefield ceremony to raise the Bi Flag at the Town Hall • Celebrated LGBT History Month in February with displays across the main trust hospital sites. Additionally, throughout the month we featured activities including a blog, myth busting information, lunchtime information stands and coverage on trust social media platforms • Participated in the NHS Diversity and Inclusion week in May with displays in our hospitals. It was also publicised in the staff Weekly Bulletin, on the Trust website and on our social media platforms

Equality Objective 2 – Using Data and Improving Access		
Work Stream	Aim	Activities
Accessible Information Standard	To implement the Standard to provide better communication for patients with disability to improve access and patient experience	<p>Acute Services</p> <ul style="list-style-type: none"> As our main patient administration system is not to be upgraded to provide AIS functionality until Spring 2018, the Standard is being introduced on a phased basis across the Trust The main focus of the AIS Project Group has been Access, Booking and Choice (ABC) in view of amount of patient communication they undertake. However the Diversity and Inclusion Service (DIS) has supported other areas that requested advice on implementing the Standard Posters displayed and leaflets have been provided in Outpatients areas that are managed by ABC, for patients to complete to inform us of their needs. DIS also visited clinics and spoke directly to patients about their communication needs A series of displays was organised across the three hospital sites to, provide further details for patients, visitors and staff. In order to provide interested staff with more detailed guidance on the Standard, a number of hour long AIS information sessions were delivered. Efforts continued to get GPs to inform the Trust of their patients' AI needs on referral, but progress has been slow <p>Community Services</p> <ul style="list-style-type: none"> An AIS template was added to System1 to achieve implementation Following introduction of the template over 24,900 patients were asked about communication needs with 1390 (5.66%) indicating that they had an AI need

RESOURCES AND PERFORMANCE JULY 2017	EQUALITY, DIVERSITY AND INCLUSION UPDATE JULY 2017	??
-------------------------------------	--	----

Improving Access	Provide web-based information about accessibility of Trust premises for people with disability	<ul style="list-style-type: none"> • A Project Group was established to lead this exciting project • DisabledGo were identified as preferred provider • Assessors visited the three hospital sites in early 2017 to interview staff and take photos of all relevant areas • Started work to develop Access Guides for launch on line in May 2017 • DisabledGo to produce a report identifying areas for improvement for the Trust to consider
Breast Cancer Screening Services in North Kirklees	Seeking to improve uptake of services by the South Asian community as data shows under representation in patient cohort	<ul style="list-style-type: none"> • A range of community groups have been identified to improve outreach to the wider population • Awareness sessions were to be organised
Interpreting and Translation Service	To address issues raised in letters of concern from Wakefield Healthwatch and Trust data showing increasing numbers of DNAs by BSL interpreters	<ul style="list-style-type: none"> • A new provider of BSL interpreting was secured during the year and DNA rates for interpreters did reduce • A new provider for foreign language interpretation was secured following problems encountered with previous provider • A report on usage of the service is provided at Appendix B
Interpreting and Translation Policy	To update the policy in line with Trust governance requirements and provide improved guidance on implementation for managers	<ul style="list-style-type: none"> • The policy and supporting guidance were revised with input from a range of stakeholders • Approval of Executive Team was secured and the policy re-launched across the Trust

Equality Objective 3 - Improving Patient Experience		
Work Stream	Aim	Activities
Kirklees Deaf and Hard of Hearing Group	Working in partnership with local agencies to improve service access, provision and experience for patients who are Deaf or Hard of Hearing (DHH)	<ul style="list-style-type: none"> • We continued to attend the quarterly meeting of the Group to provide updates from the Trust on such things as implementation of AIS, changes to the BSL interpreter service, development of the new Translation and Interpreter policy, etc. • We ran a joint publicity and social media campaign with Kirklees Council in March to raise awareness about hearing loss
Wakefield Equality and Cohesion Partnership	Working in partnership with local agencies to improve service access, provision and experience for patients	<ul style="list-style-type: none"> • We have continued to participate in the Partnership which meets quarterly to share information about the approaches members are taking to equality and cohesion issues • Activities promoted included: <ul style="list-style-type: none"> ➤ Hate Crime Awareness Week ➤ Gender Based Abuse
Wakefield Community Engagement Partnership	Working in partnership with local agencies to improve service access, provision and experience for patients	<ul style="list-style-type: none"> • We continued to participate in the Partnership which meets quarterly to share details of the engagement activities each organisation initiates • Activities during the year included: <ul style="list-style-type: none"> ➤ The Eastern European Research Project to improve our understanding of the local migrant community ➤ Promoting Wakefield Safeguarding Week ➤ Promoting the Safer Places Scheme for people with learning disabilities

RESOURCES AND PERFORMANCE JULY 2017	EQUALITY, DIVERSITY AND INCLUSION UPDATE JULY 2017	??
-------------------------------------	--	----

Trust Sensory Impairment Task and Finish Group	Identify ways to support patients with sensory impairment to improve access and their experience of our services	<ul style="list-style-type: none"> • Invites to participate in the Group were sent to range of Trust staff who would be able to provide advice and information • An initial meeting of the Group was convened and undertook a review off existing good practice and an initial gap analysis was generated • An Improvement Plan was to be developed to address gaps identified
Revise Trust leaflets for staff to provide advice on supporting patient who: <ul style="list-style-type: none"> • Have Sensory Impairment • Use Assistance Dogs 	Improving support to patients with disability to improve their experience of our services	<ul style="list-style-type: none"> • Draft of the updated leaflets was tabled at the Trust's Access Group and the feedback incorporated • Drafts were also circulated to a range of stakeholders for comment • Revised leaflets were printed and distributed to all clinical areas

Equality Objective 4 – Inclusive Leadership		
Work Stream	Aim	Activities
Values and Behaviours (V&B)	Relaunch the Trust Values underpinned by a new set of behaviours co-produced with staff to underpin a programme of culture change in the Trust	<ul style="list-style-type: none"> • A series of Big Conversations were organised and led by the Chief Executive • A range of new ideas were generated and a new framework drafted. • Staff were then consulted on the draft before a final version was approved • A presentation on the new behaviours framework was given at October Leadership Community Forum (LCF) meeting • V&B leaflets were launched at December LCF for distribution by managers through the Team-brief process to all staff • V&B were incorporated into the Workforce Strategy and EDI Strategy
Senior Management Recruitment	Recruit and promote managers who share and promote the values of the Trust	<ul style="list-style-type: none"> • Introduced the Assessment Centre approach to provide more rigorous recruitment processes for Band 8a and above, based on the Trust Values and Behaviours framework
Promoting Trans Day of Remembrance	To remember Trans people who have died due to transphobia. (Marked on the 20 November every year)	<ul style="list-style-type: none"> • Information about the purpose of the day was featured on the Trust Intranet Homepage, Twitter & Facebook pages
Leadership Community Forum “Compassionate Leadership” session	Develop understanding and promote the adoption of inclusive and compassionate leadership approaches to improve staff resilience and wellbeing	<ul style="list-style-type: none"> • A powerful presentation was given to leadership community by an ex-army officer highlighting the importance of a compassionate leadership style in stressful conditions

RESOURCES AND PERFORMANCE JULY 2017	EQUALITY, DIVERSITY AND INCLUSION UPDATE JULY 2017	??
-------------------------------------	--	----

Equality Objective 5 – Developing a Representative Workforce		
Work Stream	Aim	Activities
Migration from the DWP Two Ticks Scheme to Disability Confident (DC)	To increase recruitment of people with disability and provide support in the workplace to improve retention of this group	<ul style="list-style-type: none"> • A preliminary Task and Finish Group was established • Initial assessment was undertaken against the DC criteria • A paper being prepared for Trust Executive Team to secure support for undertaking the work required to be accredited at DC Level 2
Project SEARCH	To provide work experience opportunities for young people with Special Educational Needs (SEN) to improve their chances of securing paid employment on leaving education	<ul style="list-style-type: none"> • The Executive Director Team accepted an invite from a local SEN school and Wakefield Council for the Trust to participate in the project • Trust joined the Steering Group in December 2016 • Planning and preparatory work was commenced to deliver the first intake in September 2017
Workforce Race Equality Scheme (WRES)	To identify issues for BAME staff in the workplace and devise a set of actions to provide improvements	<ul style="list-style-type: none"> • Trust published its WRES Metrics and Improvement Plan for a second year on our website in August in line with NHS England requirements. • Work to deliver the Improvement Plan continued through the year and included: <ul style="list-style-type: none"> ➢ Improvements to recruitment and selection paperwork, processes and training for managers ➢ Organising a series of workshops for BAME staff to explore their experiences of working for the trust and ideas they may have for changes that could be made to improve things. • A separate report on progress will be developed once the WRES Metrics for 2016/17 are available and this will provide detailed comment on the progress made over the last year

RESOURCES AND PERFORMANCE JULY 2017	EQUALITY, DIVERSITY AND INCLUSION UPDATE JULY 2017	??
-------------------------------------	--	----

Workforce Disability Equality Scheme (WDES)	Participation in a national group to support the development of the WDES	<ul style="list-style-type: none"> • The Group was consulted by NHS England on the draft WDES Metrics proposed • The Trust tested the draft metrics with colleagues and provided feedback to NHS England • Identified issues that will need to be addressed in the Technical Guidance that will support implementation of the WDES
Stonewall Diversity Champions Programme	Improve support for LGBT staff in the workplace and develop a reputation as an LGBT friendly employer	<ul style="list-style-type: none"> • A decision was taken to extend membership for a further year • Convened an initial meeting of stakeholders to consider whether to participate in the Workplace Equality Index in 2017 • It was decided that the Trust should participate in the Index • A multi-disciplinary Project Steering group to be established to progress the submission
Guidance on Use of Assistance Dogs in the workplace	Provide guidance for managers on supporting staff with Assistance Dogs in the workplace	<ul style="list-style-type: none"> • Feedback on a draft was received from Trust Access Group and JCNC Policy Group • Guidance was finalised and posted on intranet under HR Guidance section • Publicity about the guidance was delivered through the staff Weekly Bulletin and through visits by the DIS to clinical areas as part of promotion to improve access for patients with sensory impairment

APPENDIX A**Mid Yorkshire Hospitals Acute Hospital Reconfiguration****Engaging with Local Communities**

Acute Hospital Reconfiguration is a programme of activity which is redesigning Trust resources, estates, staff and operational processes to increase efficiency and outputs using limited resources.

To this end, acute surgery, emergency medicine, children's services and women's services are being redesigned. This was agreed in 2014 after a public consultation titled Meeting the Challenge.

The 'first phase' of the changes came into effect in September 2016; this was limited to Children's, Women's and some acute surgery. The other service areas are to be reconfigured in 2017

To communicate the service changes, an extensive communications exercise was conducted, delivering information across multiple channels using several methods. Below is a summary of that exercise.

Essential Guide to service changes - All household leaflet drop

A 12 page booklet describing all the AHR changes was developed and printed.

- This was then posted to every household across North Kirklees - 60, 000 in total
- Distributed through GP surgeries across NK and Wakefield District
- All councillor email
- Available to download through the website
- Left at popular local shops – supermarkets, pharmacies and ethnic stores.
- Made available in other languages.
- Distributed at hospital entrances

Online

A section of the mid Yorkshire website was dedicated to AHR service changes. This was broken down into each service area and contained a summary of all the changes taking place.

The opportunity to download information – leaflets and booklets was made available through the website

Social Media

Ongoing social media awareness campaign was given greater focus in the month prior to service changes taking place. It highlighted the key events taking place and the opportunities to learn more about AHR or to view other supporting material.

The Mid Yorks website uses google services to allow a page to be translated into a language of choice.

RESOURCES AND PERFORMANCE JULY 2017	EQUALITY, DIVERSITY AND INCLUSION UPDATE JULY 2017	??
-------------------------------------	--	----

Email Hotline

Better hospitals@Midyorks... was a specific email address set up to allow people to ask questions to the managers of AHR. It was continually promoted and received many requests for further information and to request translations of the essential guide.

Community Information Sessions

A total of 8 community information sessions were set up across the NK geography. This factored in the various communities and allowed clinicians to go into the communities they serve and address them in their local environment.

- Set up to communicate with, Indian, Pakistani, polish communities
- Interpreters were available on the day
- Attendance numbers were uneven across the exercise.

Community radio stations

We organised for service clinicians to take part in community two different community based radio stations. Radio IMWS and Radio Al-Mubarak. It was an opportunity to talk directly to our service users and for them to ask questions directly to the MYHT staff. One was prior to the changes and another was after the changes took place.

Health Pod

Shared the West Wakefield Health Pod on three occasions to talk to Wakefield communities about AHR changes. The City centre event attracted around 500 people

Media releases

AHR generated considerable interest with the Trust employing a proactive and reactive approach. Several press releases were issued to local media agencies and we had published many articles in the local media, tv radio and press. The most significant would be the regional BBC news programme which contained a live interview with the chair of NK CCG

APPENDIX B

Interpreter Service Report

(Apr 16 to Mar 2017)

Total interpreter bookings	Cost of interpretation		Ranking	Language	Count of Booking reference	As % of total bookings
6,376	£351,047		1	Polish	1974	31%
			2	Urdu	860	13%
			3	Punjabi	671	11%
			4	Hungarian	382	6%
			5	BSL	368	6%
				Total	4,255	67%
Patient appointment type	Count of Booking Ref:		Ranking	Language	Cost of interpretation	As % of total interpreter cost
Not Indicated	658		1	Gujarati	£ 167,482	48%
In Patient	199		2	Polish	£ 44,703	13%
Out Patient	5519		3	BSL	£ 41,887	12%
Total	6,376		4	Urdu	£ 24,286	7%
			5	Punjabi	£ 14,756	4%
				Total	£ 293,113	83%

Status	Count of Booking Ref:	BSL Ranking	BSL Top Five Departments	Count of Booking s:	As % of total BSL bookings
Booking Confirmed	2954	1	PHYSIOTHERAPY	53	14%
Booked Awaiting Confirmation	2332	2	AUDIOLOGY	43	12%
Hospital Early Cancelled	290	3	ORTHOPAEDIC	18	5%
Unable to get an Interpreter	259	4	CARDIOLOGY	17	5%
Patient Early Cancelled	135	5	RADIOLOGY	15	4%
Interpreter DNA	101		Total	146	40%
(blank)	84				
Patient DNA	65				
Hospital late Cancelled	53				
Patient Late Cancelled	44				
Interpreter late	33	Status (BSL only)	Count of Booking Ref:		
		Booking Confirmed	248		
Provider Early Cancellation	18	Booked Awaiting Confirmation	90		
Provider Late Cancellation	8	Hospital Early Cancelled	9		
Total	6,376				
		Cost of interpretation			
		Year	Cost		
		2013/14	£274,000		
		2014/15	£365,000		
		2015/16	£324,000		
		2016/17	£351,047		

Analysis

Notes:

Interpreter data is not available before Sept 2015 in a format which can be analysed in the way shown above. MYHT changed providers in Dec 2016 when the 1 year contract with Pearl Linguistics ended.

Cost Comparison

The following makes comment on the costs of Pearl Linguistics (who was MYHT Interpreter / Language provider from September 15 to December 2016) in comparison with the costs of Kirklees Council Language Services (December 2016 to current date) and Topp Language Solutions (BSL) from November 2016 to current date:

1. Pearl charged £24.00 per hour for face to face language interpreter provision which compares to an average of £35 per hour for current provider (Kirklees Council); however see comments on relative performance below
2. Pearl charged £150 for 2 hours for British Sign Language (BSL) compared to our current provider who charges £150 for 3 hours - Topp Language Solutions

Performance/Audit Outcomes

The following makes comment on the performance of the respective Providers:

- Language services: We received 166 Datix (incident reports) between September 2015 to December 2016 regarding the interpreter service compared to 4 Datix since agreeing new contract in December 2016
- Main concerns regarding Pearl Linguistics were the high number of 'Unable to Source' and 'Interpreter Did Not Attend' (DNA) and they struggled to meet the 98% fill rate as per the SLA.
- Staff turnover within Pearl Linguistics was high; as such we regularly had new account managers during the 15 month contract. This compares to Kirklees with whom we have a long standing good working relationship with the Manager and his team who have remained in place for last 5 years+
- Audits of employee's qualifications during the 15 month contract with Pearl Linguistics identify that some interpreters were not actually qualified despite Pearl Linguistics assuring MYHT that they undertook their own pre-employment checks prior to utilising freelance workers

RESOURCES AND PERFORMANCE JULY 2017	EQUALITY, DIVERSITY AND INCLUSION UPDATE JULY 2017	??
-------------------------------------	--	----

- Pearl struggled to employ anyone to work for them as BSL interpreters as they were not specialists in this field. This was the reason why we instructed TLS as the new service provider in November 2016
- Management reports from Pearl Linguistics to MYHT (Monthly) - We did receive reports from Pearl but they differed from the information we held

Future Options for MYHT

1. **Face to Face** (F2F) - provided for Language by Kirklees Council and BSL by TLS as noted above
2. **Telephone** – provided by Bigword (Telephone interpreting) not included in information above.

During the previous year the usage rates were 80% F2F 20% telephone.

MYHTs need to improve the telephones infrastructure on all sites so we can increasingly use Bigword to decrease the amount of F2F interpreting, which is much more expensive.

We also plan to review technological advance such Skype or other alternatives for both language and BSL requirements.