

# **Workforce Disability Equality Standard (WDES)**

## **Results and Plan 2019**

## INTRODUCTION

1. This paper provides :
  - Information of the actions taken previously to improve experience for staff with disability
  - A summary of the WDES data submitted by Mid Yorkshire Hospitals NHS Trust (MYHT) to NHS England for 2019
  - An outline of the actions we are planning to take in 2019/20 in response to the 2019 WDES results.

## ACTIONS TAKEN PREVIOUSLY TO IMPROVE EXPERIENCE FOR STAFF WITH DISABILITY

### 2. **Culture Change - MYHT Embedding Values and Behaviours (EVB) Programme**

In 2016 and 2017 colleagues were extensively engaged in a review and revision of the corporate Values and Behaviours (V&B). There then followed a comprehensive publicity programme to raise awareness of the new V&B.

This was one of the main reasons why in 2018 the Chief Executive commissioned the OD team to design and deliver EVB. The programme is a mandatory three day development programme for all staff in Bands 7 and 8, to move our leadership culture towards excellent performance. The programme commenced in late 2018 and will run for the next three years. There is also an EVB programme for the Trust's consultant medical staff.

The Trust's WDES, WRES and the general Staff Survey results show, there is still work to be done to improve and further develop a more inclusive culture.

### 3. **Disability Confident (Two Ticks)**

The Department of Work and Pension's Disability Confident (DC) scheme replaced the previous Two Ticks Scheme (to which MYHT was accredited) in 2016. It is designed to facilitate the Government's commitment to halving the disability employment gap by supporting around 1.2 million more disabled people into sustainable employment.

The scheme urges employers to "see the ability, not the disability" and is designed to be more rigorous than the Two Ticks Scheme, whilst still being easily accessible to employers. More emphasis is placed on supporting disabled employees and those with health conditions in the workplace in order to retain their skills and abilities. Disability Confident has three levels, namely:

- Disability Confident Committed Employer
- Disability Confident Employer
- Disability Confident Leader

MYHT was accredited as at Disability Confident Employer level for a one year period in 2016 and again for a two year period in 2017. Our reaccreditation in 2019 is explored

later in this paper. In order to maintain our accreditation, the areas we have worked on include:

- Providing support for managers to make reasonable adjustments
- Increasing the range of support for staff with health and wellbeing issues and long-term conditions (including mental health)
- Implementing a supported internship programme for young people with special educational needs on our Pinderfields site
- Encouraging the wider use of flexible working in the workplace.

#### **4. MY Project Search Pinderfields**

The programme is designed to help young people aged 17 to 25 who have special educational needs (SEN) to develop the skills they need to find paid employment. The ten month long supported internship programme provides the students (Interns) with three work placements during the course of the academic year, one in each academic term. The sole aim is to support those who graduate from the programme into paid employment with MYHT or the wider economic community.

In the first two years of the programme on the Pinderfields site we had six Interns graduate from Cohort 1 in 2018 and nine from Cohort 2 in 2019. Of these fifteen graduates, MYHT has so far employed eight. Another three have secured jobs in the local community and one has secured a place at a local deaf college to improve his communications skills before starting work. We are continuing to support the remainder who are still looking for work.

Employing these young people is not only life changing for them, it has significant positive impact for the staff they work with and sends a message to the wider workforce that the Trust is committed to supporting colleagues with disability.

#### **5. Autism Awareness Training**

Although organising the provision of this training was prompted by several of the Project Search Interns being on the Autistic Spectrum, the sessions were offered widely through the Weekly Staff Bulletin and proved to be very popular with the wider workforce, leading to further sessions being organised to accommodate the demand.

In addition to those who were working with the Interns booking places, other managers and colleagues booked places too because they recognised that members of their team or the patients they worked with may be on the spectrum.

#### **6. Deaf Awareness Training**

Following approaches from a number of staff who worked with patients who were deaf or hearing impaired, the Trust organised a series of awareness sessions. Again the sessions were publicised widely to all staff and places were taken by managers and colleagues who recognised that members of their team experienced hearing impairment.

## 7. Health and Wellbeing Focus Groups

More recently our Occupational Health Service ran sessions at team and Trust wide levels where colleagues were invited to share health and wellbeing issues and identify areas for priority attention. The information received is to be used to inform the development of a revised Mid Yorkshire Hospitals NHS Trust (MYHT) Health and Wellbeing Framework in 2019 (see below).

## MYHT WDES RESULTS 2019

8. The full set of data MYHT submitted to NHS England is available on the Trust's website and can be found by searching for *Workforce Information and EDI* on the Trust's home page.

### 9. Metric 1 – Workforce Composition

As the data shows, in line with many other acute trusts, we have a comparatively low number of colleagues (281 = 3.23%) who have declared a disability to be recorded on the Trust's workforce information system, the Electronic Staff Record (ESR).

Conversely, we have a large number of staff (1352 = 15.5%) with a disability status on ESR of 'Unknown'. One of the reasons for this is that the previous workforce information system did not have the facility to record disability so when records were migrated (transferred electronically) to ESR those records would then show disability as Unknown. As the Trust has significant numbers of long serving staff, unless they have subsequently informed their manager that they have a disability, their record continues to show them as unknown for disability on their record. A data cleansing exercise on ESR will take place in November 2019 providing an opportunity for every member of the Trust's workforce to update their personal information that is held on the system.

As an indicator of what proportion of our staff probably have a disability we can look to the annual NHS Staff Survey. There, each year, around 19% of respondents report a disability or long-term condition. This figure of 19% in the workforce resonates with the level who declared a disability or long term condition in the last national Census in 2011.

### 10. WDES Metrics 2 to 8 – Staff Experience

The 2019 MYHT results for WDES Metrics 2 to 9 are provided in Appendix A, which also compares these results with the MYHT 'scores' for the previous four years, where the data was available.

In this, the first year of reporting on the WDES, NHS England recognised that there may be data quality issues around Metric 3 (Relative likelihood of disabled staff entering the formal capability procedure) and so gave organisations the option of whether or not to submit data for this measure. As in MYHT, only 3.23% of colleagues have declared a disability (see comments on Metric 1 above) we believe if we did submit data for this Metric, it would not provide a representative position. On that basis we decided to exercise the option not to submit the data this year whilst we seek to improve declaration rates (see paragraph 13 below)

The points worthy of comment for these latest results are as follows:

- Metric 2 (Relative likelihood of staff being appointed from shortlisting) at 1.23, remains slightly in favour of those who do not have a disability but shows a significant improvement on the results for 2016 and 2017
- The four elements to Metric 4 (Experience of Bullying and Harassment) show that colleagues with disability report higher level of bullying and harassment than colleagues without a disability but often do not report it
- Metric 5 (% believing that trust provides equal opportunities for career progression or promotion) - In 2019 colleagues with disability were slightly less likely (78%) to provide a positive response to this question than those without disability (82%). However our results here show continued improvement since the low of 2017 (50%)
- The results for Metric 6 (% of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties) and Metric 7 (% staff saying that they are satisfied with the extent to which their organisation values their work), for both those with and those without a disability, are an area of focus for the Trust
- The score for Metric 8 (% of staff with disability saying that their employer has made adequate adjustment(s) to enable them to carry out their work), at 63%, shows that, whilst our Occupational Health Service provides advice to managers on reasonable adjustments, there is still work to do to improve things for colleagues with disability
- The staff engagement score for colleagues with disability (Metric 9a) at 6.2 compared to the score for those without (6.8) confirms that overall, the former are marginally less engaged with the Trust due to their lived work experience.

#### 11. **WDES Metric 9 – Board Composition**

The result for this Metric show the percentage difference between the organisation's Board voting membership and the organisation's overall workforce in terms of disability is – 3.23% for both total voting membership of the Board and for Executive membership of the Board. This is due to none of these members having declared a disability.

12. Information on the actions planned for 2019/20, as the Trust's response to the issues and challenges identified above, is provided in the following section of the paper.

### **ACTIONS PLANNED FOR 2019/20**

#### 13. **Staff Records Update**

The Trust is currently in the final stages of rolling out ESR Self Service. This facility enables staff to update and amend the personal elements of their record on the HR system. Later this year, once roll out is complete, a communications exercise is to be launched to get all staff to check their record and update it as needs be.

In response to the current low levels of disability declarations, as identified in Metric 1, part of this exercise will be aimed at those staff that have 'Unknown' currently for the disability field on their record to encourage them to update this field. It is hoped that this

will result in improved declaration rates to give a more representative picture for disability in our workforce.

#### **14. Disability Focus Groups**

A series of focus groups (FGs) are to be organised across the Trust later this autumn. All staff will be invited to attend, but the Trust will be particularly interested to attract staff who have a disability or long term condition or those who may have an interest in the subject as a result of having friends or relatives with disability or caring for someone who has. The purpose of these focus groups will be to:

- Share the Trust's 2019 WDES results
- Identify the experiences and issues which may have led staff with disability or long term conditions to provide the answers they did in the survey to help understand the result
- Identify priorities for improvement for the year ahead

The Director of Workforce and OD will attend the FGs to provide context and to listen to the issues raised and the improvements suggested.

#### **15. Health and Wellbeing Framework 2019**

As mentioned above, work has already started to review and strengthen the MYHT Health and Wellbeing Framework. The outputs from the disability focus groups mentioned above will be fed into the review process to ensure the needs of colleagues with disability and long term conditions are considered.

#### **16. Culture Change - Just Culture**

The Just Culture approach is based on the principle that the fair treatment of staff supports a culture of fairness, openness and learning in the NHS by making staff feel confident to speak up when things go wrong, rather than fearing blame. Supporting staff to be open about mistakes allows valuable lessons to be learnt so the same errors can be prevented from being repeated. The aim is to promote cultural change, to move away from a blame culture.

One of the consequences seen in NHS organisations that are adopting the Just Culture approach is significant reductions in the number of staff entering formal processes and levels of bullying and harassment. Whilst such a consequence will be a positive for all staff, the Trust expects that it will lead to an equalisation of the proportion of staff from different groups (e.g. Disability; BAME; LGBT+; etc.) that enter formal processes.

In June 2019 the Trust started its journey towards a Just Culture with a workshop involving managers and trade unions, a journey that will accelerate over the coming months.

#### **17. Disability Confident**

Whilst the Trust was reaccredited at Level 2 as a Disability Confident Employer in July 2019, in conversations with the DWP about the work we are now doing they suggested we might consider applying for the next level as a Disability Confident Leader.

Accreditation at this level would involve a 'peer review' by an existing Disability Confident Leader.

Before committing to this process, an initial internal assessment is to be undertaken to establish whether we would be able to provide sufficient evidence to meet the Level 3 criteria. If this assessment produces a positive result, the Trust will approach the DWP with a view to identifying an appropriate organisation to undertake the peer review process.

## **18. MY Project Search**

### **MY Project SEARCH Pinderfields**

Following on the success of the first two years of the programme, a new cohort of eleven Interns have been recruited and commenced on site at the beginning of September 2019.

After a two week induction period the Interns will be supported by the project Job Coach and Tutor into their first twelve week rotation (work placement) in roles such as catering, portering, housekeeping, administration, IT, etc.

### **MY Project SEARCH Dewsbury Hospital**

Having heard about the success of the programme in Wakefield, the Trust was approached by Kirklees Council and Kirklees College in early 2019 with a request to run a programme on our Dewsbury hospital site. Following agreement by Executive Directors a programme was established and seven Interns arrived on the Dewsbury site in early September 2019.

The establishment of the second programme means that MYHT is the only Trust outside London to have two Project SEARCH programmes.

## **19. Autism Awareness and Deaf Awareness**

In view of the success of the awareness sessions run previously, and with the arrival of a new Cohort of Interns who will be working in new teams with new managers, the Trust will again be organising some these sessions which will be open to all managers and staff.

## **CONCLUSIONS**

20. There has been significant work by the Trust in recent years to improve the experience of colleagues with disability and long term conditions, unfortunately this has not been fully reflected in the first set of WDES results, and emphasises the need for further work in this area as outlined in the paper.

However, it is believed that the incremental move towards the implementation of a Just Culture, together with the other work the Trust will be doing, will see a step change in the experience for all staff which will be reflected in WDES results going forward.

## APPENDIX A

### Comparison of WDES D Metrics 2 to 9 over Last Four Years to 2019

Note: The NHS Staff Survey Metrics are based on the previous year's results.

<b>METRIC</b>	<b>2016 (FULL)</b>	<b>2017 (SAMPLE)</b>	<b>2018 (FULL)</b>	<b>2019 (SAMPLE)</b>
<i>2. Relative likelihood of staff being appointed from shortlisting</i>	4.84	3.46	NA	1.23
<i>3. Relative likelihood of disabled staff entering the formal capability procedure</i>				Not Submitted
<i>4. a. i) % of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public in the last 12 months</i>			ND 24%	ND 26%
			D 31%	D 30%
<i>4. a. ii) % of staff experiencing harassment, bullying or abuse from managers in the last 12 months.</i>	ND N/A	ND 13%	ND 10%	ND 11%
	D N/A	D 21%	D 16%	D 26%
<i>4. a. iii) % of staff experiencing harassment, bullying or abuse from colleagues in last 12 months</i>	ND 21%	ND 16%	ND 12%	ND 18%
	D 35%	D 23%	D 28%	D 21%
<i>4. b % of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported.</i>			ND 41%	ND 39%
			D 42%	D 35%
<i>5. % believing that trust provides equal opportunities for career progression or promotion</i>	ND 93%	ND 53%	ND 88%	ND 82%
	D 90%	D 50%	D 75%	D 78%
<i>6. % of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.</i>	ND 29%	ND 30%	ND 26%	ND 26%
	D 38%	D 42%	D 36%	D 39%

<b>METRIC</b>	<b>2016 (FULL)</b>	<b>2017 (SAMPLE)</b>	<b>2018 (FULL)</b>	<b>2019 (SAMPLE)</b>
<i>7. % staff saying that they are satisfied with the extent to which their organisation values their work.</i>			ND 43%	ND 49%
			D 31%	D 28%
<i>8. % of disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.</i>			D72%	D 63%
<i>9. a) The staff engagement score for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.</i>				ND 6.8
				D 6.2
				O/A 6.7
<i>9. b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?</i>				Yes

**Notes:**

For Metrics 2 & 3 the closer to 1 the score the more even the experience of staff who have disability and those who don't. Scores below 1 indicate an advantage to staff with a disability

Scores highlighted in grey do not relate to the National Staff Survey and are locally generated scores for the indicators concerned.