

LIVERPOOL HEART AND CHEST HOSPITAL

**EQUALITY AND
INCLUSION STRATEGY**

2015-2018

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1. Executive Summary



We are pleased to launch our refreshed Equality and Inclusion Strategy which sets out our commitment to taking equality, diversity and human rights into account in everything we do.

The aim of this work is to help us develop and improve our approaches to promoting equality, managing diversity and ensuring that we are effective and efficient in taking a human rights based approach to our work as a health care provider and an employer.

The Trust takes our legal, ethical and moral duties and obligations around equality, inclusion and human rights seriously and the strategy has been aligned with The NHS Public Sector Duty and the requirements set out within the Workforce Race Equality Standard.

The strategy is supported by an implementation plan which will help to enable the organisation to achieve its vision '*to be the best cardiothoracic integrated healthcare organisation*' by helping our Trust to:

- Ensure the Trust meets its legal and moral obligations as a public sector employer and provider of healthcare services
- Set some clear priorities and goals for performance and practice improvement
- Clearly articulate how our values promote the principles of equality, diversity, fairness, respect and inclusion
- More clearly demonstrate and evidence our commitment to effective and efficient practice to a variety of audiences.
- Put the involvement and inclusion of our patients, their families, our staff, volunteers and the wider communities in which we work within at the heart of all that we do and all that we achieve

We have engaged staff and patient representatives to ensure that the strategy reflects what is important to staff and patients and in response, we have developed high level aims and categorised the activity planned under four clear outcomes which is aligned with the refreshed Equality Delivery System (EDS2) Outcomes:

- Better Health Outcomes
- Improved Patient Access
- Empowered Engagement & Well Supported Staff
- Inclusive Leadership

Acknowledging the risks to achieving our aims, this strategy sets out our priority objectives and high level outcomes over the next three years under each outcome, focusing on ensuring that our people, systems, process, and services add value and are shared with staff, in a way that is accessible to them.

I would like to thank everyone who has been involved in the development of this strategy and I am really looking forward to delivering on our plans over the next 3 years.

A handwritten signature in dark ink, appearing to read 'D Herring'.

**Debbie Herring,
Director of Strategy and Organisational Development**

2. Background

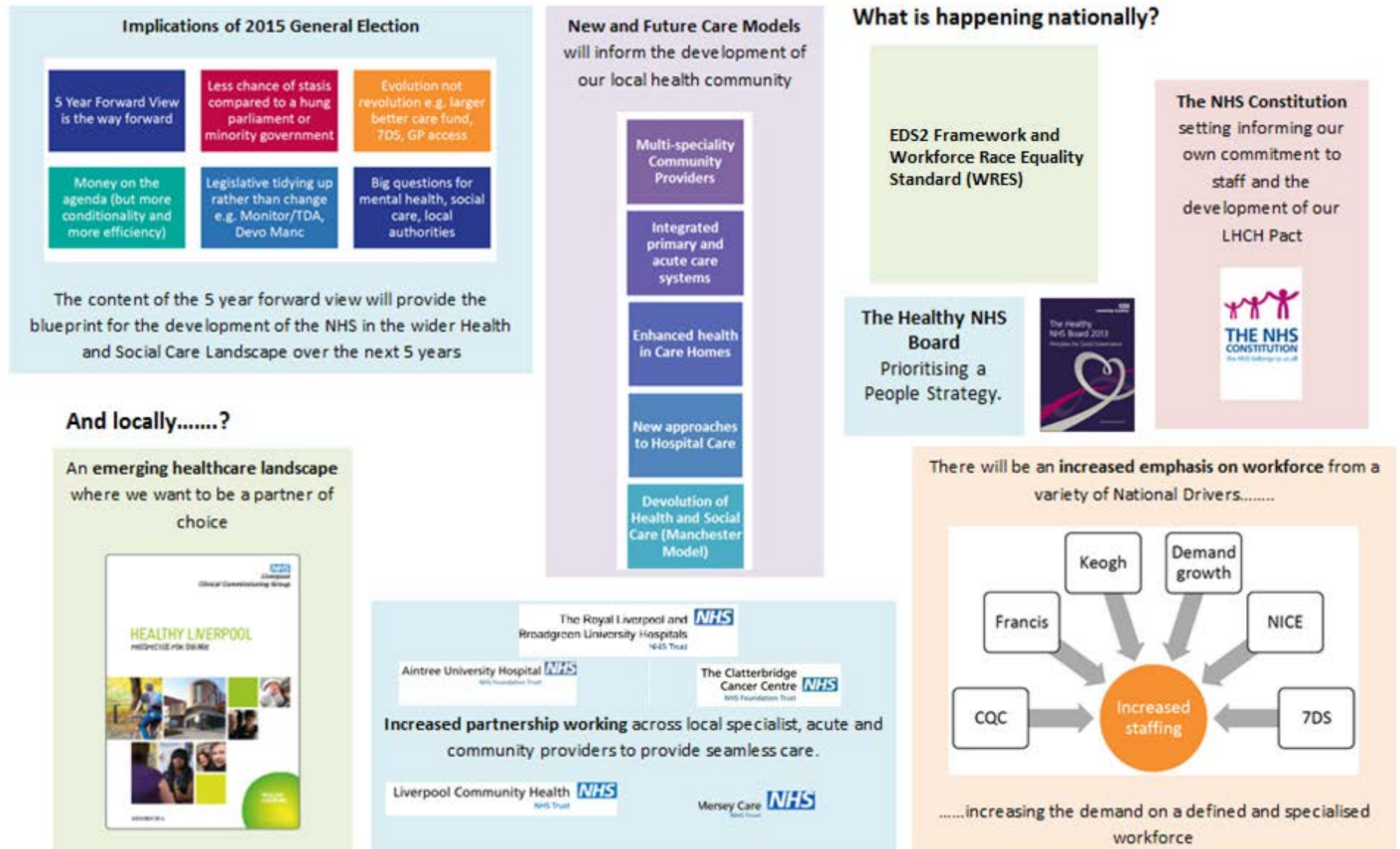
Liverpool Heart and Chest Hospital NHS Foundation Trust (LHCH) is a single site centre providing specialist services in cardiothoracic surgery, cardiology, respiratory medicine, including cystic fibrosis and diagnostic imaging in the hospital, and increasingly in a community setting.

3. Introduction

Through a workforce of approximately 1400 and a network of volunteers, Liverpool Heart and Chest Hospital NHS Foundation Trust (LHCH) is a single site centre providing specialist services in cardiothoracic surgery, cardiology, respiratory medicine, including cystic fibrosis and diagnostic imaging in the hospital, and increasingly in a community setting. Serving a population of 2.8 million people with a catchment area spanning Merseyside, Cheshire, North Wales and the Isle of Man we also have an increasing rate of national referrals for highly specialised services such as aortic surgery.

This is all made possible through our people who are committed to ensuring our Trust is the best not only for our patients and their families, but also making LHCH the best place to work and to ensure the right levels of staffing with the right skills available to deliver excellent patient care. As our people are the heart of everything we do, this strategy outlines our commitment to be the best place to work in the NHS.

4. The External Picture – LHCH recognises its role within the wider Health and Social Landscape and the impact of local and national developments on both the organisation and our staff



5. Our Internal Picture

Our Equality and Inclusion Strategy will ensure that we have a joined up approach to demonstrating effective and efficient practice beyond compliance with the Human Rights Act 1998, the Equality Act 2010 and our Public Sector Equality Duties. This strategy has been developed to support the organisation to achieve its vision 'to be the best integrated cardiothoracic healthcare organisation' and deliver our 5 strategic objectives. With an emphasis on ensuring that as a healthcare provider and employer we maximise opportunities to advance equality, inclusion and human rights in all that we do and promote a respect for and valuing of diversity as it exists within the communities we work within, our workforce of staff and volunteers and our wider stakeholder group. Our Equality and Inclusion Strategy will underpin, enable and work in partnership with our existing organisational strategies and plans showing a commitment as an organisation that is fair, inclusive and accessible to all.

6. The LHCH Values and Behaviours

The delivery of our Equality and Inclusion Strategy will also be underpinned by our recently refreshed Trust Values and Behaviours. Following consultation and engagement with staff across the organisation, LHCH has developed Our PACT.



Our PACT will be delivered through the behaviours that have been identified by staff, for staff at all levels. These behaviours are detailed under the following headings that make up Our PACT,

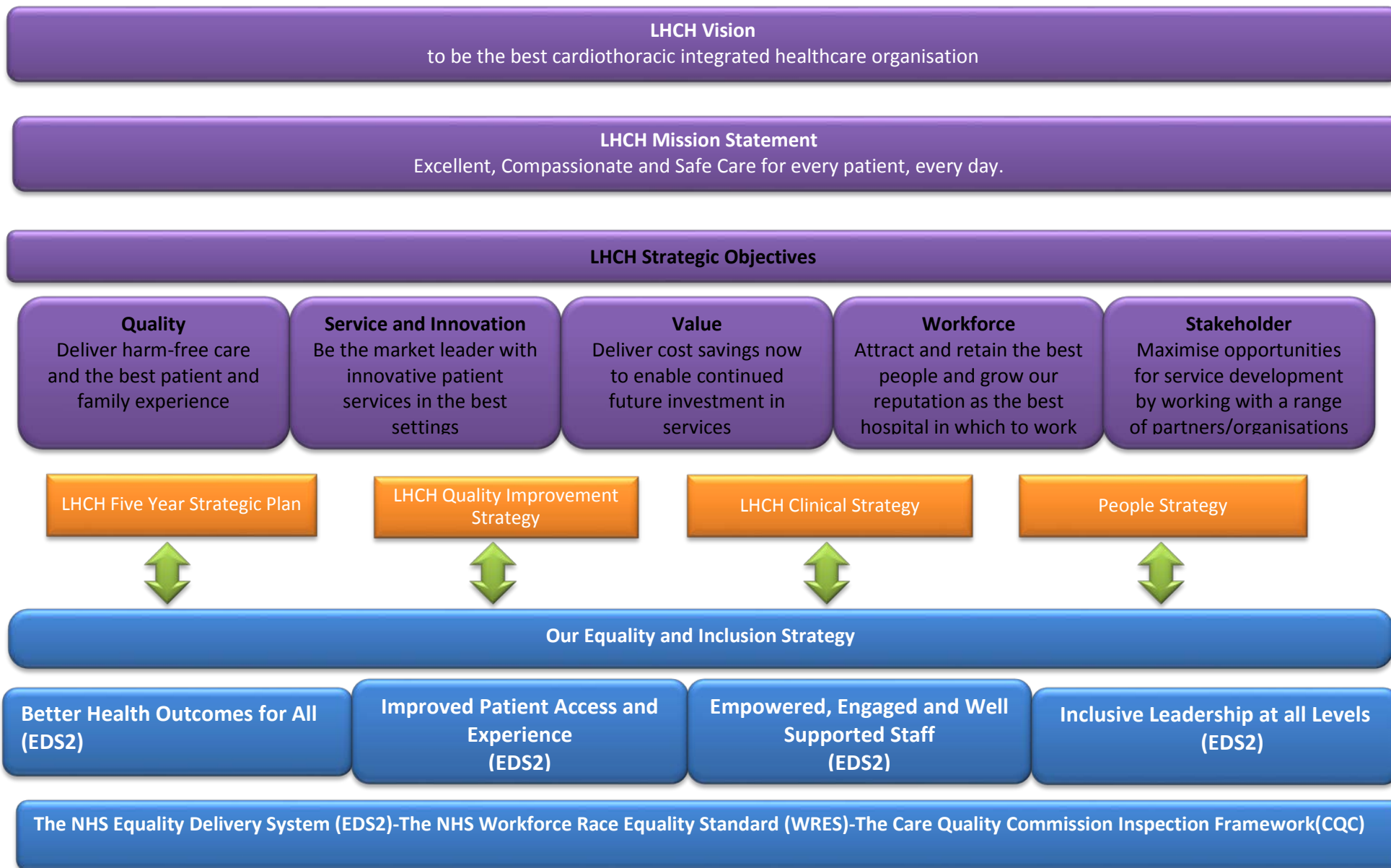
- **Patient and Family Centred**
- **Accountability**
- **Continuous Improvement**
- **Team work**

Further information on the behaviours that sit under each of the above headings can be found on our staff intranet.

7. Communicating the Strategy

Having developed the Strategy through communication and engagement with our staff, further work will be undertaken to ensure an effective strategy launch across the organisation and to the communities that we serve.

We will ensure that the information within the strategy that is valued by staff is communicated in a way that is clear and accessible, for example, via leaflets, posters and the staff intranet.



Our Equality and Inclusion strategy seeks to support achievement of the Trust's vision and goals by ensuring that we are meeting EDS2 requirements

- Providing accessible and inclusive cardiothoracic integrated care
- Reducing health inequalities across diverse communities
- Evidencing our human rights based approach to Patient and Family Centered care
- Demonstrating collective and inclusive leadership
- Demonstrating effective and efficient practice beyond compliance with our Public Sector Equality Duties

High Level Aims

LIVERPOOL HEART AND CHEST HOSPITAL WILL:

1. Design services focused on improving health outcomes in the communities it serves and will take targeted action to reduce health inequalities for the most vulnerable and disadvantaged individuals and groups.
2. Maintain continuous clinical quality improvements around patient and family centered care and take proactive steps to ensure services are accessible and inclusive for all groups.
3. Build and maintain a diverse and representative workforce that is empowered, engaged and supported to demonstrate inclusive behaviours and practices in their day to day work.
4. Ensure the Trust is well led and can evidence collective and inclusive leadership in advancing equality, inclusion and human rights for the benefit of patients, families, staff, volunteers and the wider community.

The Overarching Implementation Workstreams



Diversifying Stakeholder Engagement and Involvement

Improving Knowledge Management

Enhancing Workforce Competencies

Evidencing Quality Credentials



Cross cutting themes across the four high level action plans

LIVERPOOL HEART AND CHEST HOSPITAL WILL design services focused on improving health outcomes in the communities it serves and will take targeted action to reduce health inequalities for the most vulnerable and disadvantaged individuals and groups.

Objective 1

To work collaboratively with a broad stakeholder group to identify and address the factors that can lead to poorer outcomes for specific groups in local areas.

To improve approaches to the use of Equality Analysis, as a knowledge management and risk assessment tool, to help deliver accessible and inclusive services and health promotion campaigns to diverse groups.

To undertake Equality Analysis of all relevant policies, procedures and practices and ensure there is clear staff guidance to support effective and efficient diversity management practice.

Outcomes

- 1.1 Services commissioned, designed and procured to meet the health needs of local communities
- 1.2 Individual people's health needs being assessed and met in appropriate and effective ways
- 1.3 The transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed
- 1.4 NHS services users' safety is prioritised and they are free from mistakes, mistreatment and abuse
- 1.5 Screening, vaccinations and other Health Promotions services reach and benefit all local communities.

Measures

- 1.1 % of Equality Impact Assessments complete for newly commissioned services.
- 1.2 % of patients who respond positively to having confidence in the decisions made about their condition or treatment
- 1.3 % of patients referred for Phase 1 Cardiac Rehab Service
- 1.4 Safety Thermometer measure for % of patients have received harm free care
- 1.5 % of patients that utilise the Smoking Cessation Services

KEY ACTIVITIES

- Revisions to equality and inclusion monitoring procedures and updated staff/patient guidance and information.
- Ensure all relevant policies include an Equality Impact Assessments. (New EIAA Toolkit to be used for all new policies from April 2016)
- Establishment of an Inclusion Champions Network involving staff, volunteers, patients and members
- Review of the Quality Improvement Strategy to help embed and mainstream relevant equality, inclusion and human rights based activities, measures and outcomes.

LIVERPOOL HEART AND CHEST HOSPITAL WILL maintain continuous clinical quality improvements around patient and family centred care and take proactive steps to ensure services are accessible and inclusive for all groups.

Objective 2

To improve the collection of patient monitoring data, so that outcomes and experiences can be monitored, tracked, analysed and reported on across all protected characteristics.

To review the Quality Improvement Strategy and embed relevant equality, inclusion and human rights based activities, measures and outcomes to support its implementation.

Outcomes

2.1 People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds

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

2.3 People report positive experiences of the NHS

2.4. People's complaints about services are handled respectfully and efficiently.

Measures

2.1 Regional population demographics are reflected in patient demographics

2.2 % patients who respond positively to "Were you involved as much as you wanted to be in decisions about your care and treatment?"

2.3 % patients who report a positive overall experience

2.4 % patients who responded positively to "Did you see, or were you given, any information explaining how to complain to the hospital about the care you received?"

KEY ACTIVITIES

- A review of the Family and Friends Test/Annual surveys and other feedback vehicles to ensure the lines of enquiry take greater account of equality, diversity and inclusion factors/measures
- Data cleanse exercise to collect data across all protected characteristics for all patients
- To ensure there are clear action plans and benchmarks in place to help maintain high standards of accessibility to buildings throughout the Trust and in outreach service settings across the UK
- A review of approaches to stakeholder engagement to identify the proactive and proportionate steps to take to ensure audiences and participants are diverse and representative of all communities.

LIVERPOOL HEART AND CHEST HOSPITAL WILL build and maintain a diverse and representative workforce that is empowered, engaged and supported to demonstrate inclusive behaviours and practices in their day to day work.

Objective 3

To develop and implement a new equality, inclusion and human rights policy to support and guide effective and efficient practice, behaviour and actions.

To embed and mainstream the NHS Workforce Race Equality Standard and improve reporting, action planning and delivery around race equality across the Trust.

To improve the collection and utilisation of workforce monitoring information so that outcomes and experiences for staff can be tracked, analysed and reported on more robustly.

To undertake an Equality Analysis of the People Strategy and help to embed and mainstream relevant activities, measures and outcomes

Outcomes

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

3.2. The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations.

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

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

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

Measures

3.1 % of staff agreeing that the trust acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?

3.2 All jobs are evaluated through electronic Job Evaluation System.

3.3 % of staff applying and approved for CPD

3.4 % of staff experiencing harassment, bullying or abuse at work in last 12 months

3.5 Flexible working policy in place across the Trust and reviewed periodically

KEY ACTIVITIES

- Provision of Equality Analysis training and guidance to managers and their teams.
- Data cleanse exercise to collect data across all protected characteristics for the entire workforce.
- Implementation of an electronic job evaluation system and upload of historical data to inform equal pay audits

LIVERPOOL HEART AND CHEST HOSPITAL WILL ensure the Trust is well led and can evidence collective and inclusive leadership at all levels for the benefit of patients, families, staff, volunteers and the wider community.

Objective 4

Create and provide opportunities to improve diversity on the Board which is broadly representative of the population it serves.

To deliver a refreshed learning and development programme focused on building competency and confidence in collective and inclusive leadership at all levels across the Trust.

To review reporting and governance arrangements to ensure the equality, inclusion and human rights agenda, strategy and policy is well led throughout the Trust.

Outcomes

4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations

4.2 Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed

4.3 Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination

Measures

4.1 Review a sample of relevant Board and Senior Management Meeting minutes to evidence commitment.

4.2 Review a sample of relevant Board papers to evidence equality related impact is being considered.

4.3 % of staff who have experienced discrimination at work in the last 12 months

KEY ACTIVITIES

- Development of Equality and Inclusion Dashboard and supporting papers for relevant committees.
- A review of the values and behaviours/competency frameworks, to ensure collective and inclusive leadership and practice is clearly defined, monitored, measured and evidenced.
- Workforce Race Equality Standard (WRES) embedded into Recruitment and Appraisal for Competency Framework

The Implementation Framework

- Will focus on embedding and mainstreaming the framework of objectives, measures, outcomes across the Trusts strategies and plans
- Will be implemented in three phases across 3 years
- Will house four overarching work streams, to support and facilitate matrix management of the strategy
- Will provide action plans to underpin each of the four high level deliverables, to help prioritise resources and activities within each phase

The Workstreams

Diversifying Stakeholder Engagement and Involvement

Raising awareness of strategy, policy, practice and performance

Embedding discussion topics with engagement agendas

Embedding clear questions and measures within friend and family test/staff & patient surveys

Targeting specific groups in local areas

Improving Knowledge Management

Increasing utilisation of equality and diversity monitoring

Increasing utilisation of equality analysis outcomes

Enhancing profiling and reporting on performance and progress

Embedding metrics in line with workforce race equality standard

Enhancing Workforce Competencies

Defining values, behaviours and practice excellence

Measuring and monitoring individual and team performance

Provision of flexible learning continuum for staff at all levels

Clear policy and practice guidance for all staff

Evidencing Quality Credentials

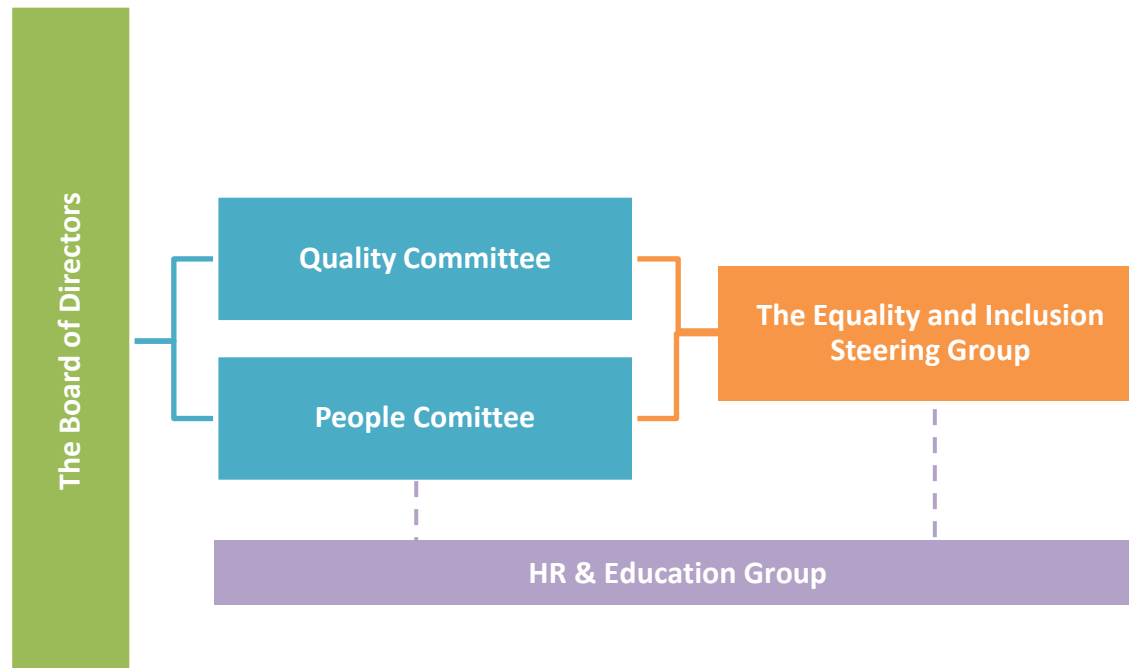
Building a strong evidence portfolio of effective and efficient practice, outcomes and impact

Building and maintaining a strong clinical and employee brand/ marketing profile

Being inspection ready at all times

Governance Arrangements

Recognising the need to embed and mainstream the Equality and Inclusion strategy, whilst ensuring leadership, ownership and accountability across departments, the implementation, performance and progress monitoring, reporting and reviewing will be managed through the following structure:



Assurance Process

The Equality and Diversity Steering Group acts as a discussion, consultation and decision making forum to support to the Trust's agenda, strategy and policy setting for equality, diversity, inclusion and human rights.

The Director of Strategy and Organisational Development is chair of the E&I Steering Group and is in attendance at the People Committee and the Trust Board.

The Director of Nursing and Quality attends the People and Quality Committee and would bring to the attention in both committees any patient focused equality related developments and updates.

The Head of Human Resources is the chair at the HR & Education Group which feeds directly into the People Committee.

These arrangements are supported by networking across functional Workforce and Patient and Family Groups

Membership: Outlined in Terms of Reference