

SMART Equality Objective Plan, 2015 – 2018

Better Health Outcomes

| Aim 1: We will design services focused on improving health outcomes in communities it serves and will take targeted action to reduce health inequalities for the most vulnerable and disadvantaged individuals and groups. | | |
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| <i>To achieve our aims, we will prioritise the following objectives</i> | <i>To deliver our objectives we will</i> | <i>Timescale</i> |
| To work collaboratively with a broad stakeholder group to identify and address the factors that can lead to poorer outcomes for specific in local areas | <ul style="list-style-type: none"> Establish an Inclusion Champion Network involving staff, volunteers, patients and members to help us develop and improve our collective leadership and stakeholder engagement approaches to promoting equality, diversity and inclusion as a health care provider. | Year 2 |
| To improve approaches to the use of Equality Impact Assessment and Analysis (EIAA), as a knowledge management and risk assessment tool, to help deliver accessible and inclusive services and health promotion campaigns to diverse groups | <ul style="list-style-type: none"> Develop and roll out an Equality Impact Assessment & Analysis (EIAA) toolkit, supported by a blended learning programme for staff and the board. Establish a rolling programme of strategies, policies and services where EIAA's can be undertaken and used to establish case study resources to support Trust wide learning around use of the EIAA toolkit Undertake an equality impact assessment and analysis of the Quality Improvement Strategy and ensure relevant and supportive outcomes and measures are embedded for E&I within it | Year 1 |
| To undertake Equality Impact Analysis and Assessment (EIAA) of all relevant policies, procedures and practices and ensure there is clear staff guidance to support effective and efficient inclusion management practice. | <ul style="list-style-type: none"> Develop and roll out an Equality Analysis toolkit, supported by a blended learning programme for staff and the board. Establish a rolling programme of strategies, policies and services where EIAA's can be undertaken and used to establish case study resources to support Trust wide learning around use of the EIAA toolkit | Year 1 |

Improved Patient Access and Experience

| Aim 2: We will maintain continuous clinical quality improvements around patient and family centred care and take pro-active steps to ensure services | | |
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| <i>To achieve our aims, we will prioritise the following objectives</i> | <i>To deliver our objectives we will</i> | <i>Timescale</i> |
| To improve the collection of patient monitoring data, so that outcomes and experiences can be monitored, tracked and analysed and reported on across all protected characteristics | <ul style="list-style-type: none"> • Revise and update all patient and engagement monitoring procedures to ensure consistent capture and analysis of demographic data across all protected characteristics. • Update staff/patient guidance and information to help clarify and promote positive messages about our commitment to equality and inclusion and the role monitoring plays in delivering on this commitment. • Review the Friends and Family Test/Annual surveys and other feedback vehicles to ensure the lines of enquiry take greater account of equality, diversity and inclusion factors/measures and to ensure that people from diverse backgrounds are afforded an equal opportunity to provide feedback. • Explore ways to refresh approaches to stakeholder engagement and identify the practice any proportionate steps needed to ensure audiences and participants are diverse and representative of all communities. • Produce standardised E&I patient profiling reports that enable the Trust to evidence legal and regulatory compliance with the Public Sector Equality Duty, Equality Delivery System 2 (EDS2) and CQC framework. • We will ensure the Accessible Information Standard is used effectively to ensure we take into account of needs of people with disabilities. | Years 2 and 3 |
| To review the Quality Improvement Strategy and embed relevant equality, inclusion and human rights based activities, measures and outcomes to supports its implementation | <ul style="list-style-type: none"> • Undertake equality impact assessment and analysis (EIAA) of the Quality Improvement Strategy and ensure relevant and supportive outcomes and measures are embedded with Equality and Inclusion within it. • 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 Trust • We will ensure the Accessible Information Standard is used effectively to ensure we take into account of needs of people with disabilities. | Year 1 |

Empowered, Engaged and Well Supported Staff

| Aim 3: We 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 wider community. | | |
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| <i>To achieve our aims, we will prioritise the following objectives</i> | <i>To deliver our objectives we will</i> | <i>Timescale</i> |
| To develop and implement a new equality, inclusion and human rights policy to support and guide effective and efficient practice, behaviour and actions. | <ul style="list-style-type: none"> • Develop a blended learning approach to workforce training around equality, diversity and inclusion and embed and mainstream where possible learning objectives and outcomes into existing leadership, managerial and staff training programmes. • Establish and maintain policy and practice guidance resources to support continuous practice improvement and learning for staff around promoting equality and inclusion in their day to day work and planning. | Year 2-3 |
| To embed and mainstream the NHS Workforce Race Equality Standard and improve reporting, action planning and delivery on the race equality agenda. | <ul style="list-style-type: none"> • Enhance data capture and standardised reporting and analysis around Human Resource Management (HRM) and Learning and Development (L&D) as it relates to race equality and the experiences and outcomes of staff from BME groups. • Develop race equality objectives and measures, in line with the WRES. | Year 1 |
| To improve the collection and utilisation of workforce monitoring information so that outcomes and experiences for staff can be tracked, analysed and reported against more robustly. | <ul style="list-style-type: none"> • Enhance data capture and standardised reporting and analysis around HRM and L&D across all protected characteristics and disaggregate accordingly to track outcomes and experiences throughout employee lifecycles. • Develop specific measures to address identify inequality and discrimination within HRM and People and organisational development • Ensure effective and efficient utilisation of EIAA toolkit to develop and improve policy and practice. | Year 1-2 |
| To undertake an Equality Analysis of the People and Organisational Development Strategy and help to embed and mainstream relevant activities, measures and outcomes | <ul style="list-style-type: none"> • Agree positive action measures for recruitment, talent management and succession planning where under representation and a lack of diversity is identified • Ensure relevant topics and issues are embedded with the LiA programmes • Embed E&I learning objectives and outcomes across mainstream learning and development programmes | Year 1-2-3 |

Inclusive Leadership at all levels

| Aim: Create a culture where staff feel supported, involved and valued to give their best and where day to day behaviours are consistent with the Trust Values | | |
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| <i>To achieve our aims, we will prioritise the following objectives</i> | <i>To deliver our objectives we will</i> | <i>Timescale</i> |
| Provide opportunities to improve diversity on the Board which is broadly representative of the population it serves. | <ul style="list-style-type: none"> • Ensure that any recruitment campaign for Board level roles, provide opportunity to attract and retain people from diverse backgrounds. • Ensure we promote our leadership programmes within the Trust to help harness talent in all its diverse forms and provide succession into future senior and board level opportunities. | Year 2 |
| 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 | <ul style="list-style-type: none"> • Review our values and behaviours/ competency frameworks to ensure collective and inclusive leadership and practice is clearly defined, monitored, measured and evidenced across human resource management, people and organisational development work. • Develop a blended learning approach to workforce training around equality, diversity and inclusion and embed and mainstream where possible learning objectives and outcomes into existing leadership, managerial and staff training programmes. • Establish and maintain policy and practice guidance resources to support continuous practice improvement and learning for staff around promoting equality and inclusion in their day to day work and planning. | Year 1-2 |
| To review reporting and governance arrangements to ensure the equality, inclusion and human rights agenda, strategy and policy is well led throughout the Trust | <ul style="list-style-type: none"> • Establish the equality and inclusion steering group to help oversee the implementation strategy, policy and practice and report on progress outcomes and impact. • Development of equality and diversity dashboard and a number of standardised workforce and patient profile templates to support vertical and horizontal reporting on performance and progress across all protected characteristics. • Deliver a briefing to the board to support their understanding of their role in driving forward strong governance and leadership around equality and inclusion. | Year 1-2 |