

# Equality and Diversity



Workforce Annual Report

April 2017 to March 2018

**Front Cover:** Angelika Mercado, Business Administration Apprentice. To find out more on Northamptonshire NHS & Partners First Apprenticeship Awards event see page 23

# Equality and Diversity

## Workforce Annual Report

### April 2017 to March 2018



# Our Vision and Values

*Our vision is:* To provide the best possible care for our patients

Our Values are:

- We put patient safety above all else
- We aspire to excellence
- We reflect, we learn, we improve
- We respect & support each other

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# Executive Summary

The Equality and Diversity Annual Report for 2017/2018 reviews the work Northampton General Hospital (NGH) has made to promote equality and celebrate diversity within its workforce during April 2017 to March 2018.

During the period that this report covers we continued to work to and review our progress against our Equality Objectives/4 Year Plan along with comparing our Workforce Race Equality Standards data against our data from 2016.

In addition we undertook, for the first time, our Gender Pay Gap Report and published it in line with the new legislation. We will be looking at the results more closely during 2018/2019 to see what the Trust can do to make improvements to our gap.

We continued the implementation of our Health and Wellbeing Strategy, with a strong focus on mental health and wellbeing during 2017/2018, which included working closely with MIND.

The 2017 National Staff Survey results were unchanged from the previous year, for the elements of the survey that relate to equality and diversity. We shall be looking at these results in more details to establish where improvements can be made and our Equality Objectives/4 Year Plan will support this work.



A handwritten signature in black ink, appearing to read 'Sonia Swart'.

Dr Sonia Swart  
*Chief Executive*



A handwritten signature in black ink, appearing to read 'P. Farenden'.

Paul Farenden  
*Chairman*

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# Introduction

Northampton General Hospital believes that Equality and Diversity is central to what we do. Equality is about creating a fairer society where everyone has the opportunity to fulfil their potential.

We aim to support our staff in a responsive and appropriate way to meet the diverse needs of the different groups and individuals we employ, because well supported staff can deliver better care for our patients. Our staff are our greatest resource and we work to actively promote a culture that encourages their richly diverse talents to lead services that deliver inclusive care.

To achieve this aim we want to ensure that our staff are not subject to any form of discrimination or unequal treatment. All staff can expect to be treated with equal respect and dignity regardless of their background or circumstances. Dignity and respect are at the foundation of the work we do at the Trust, supported by our value of 'We Respect and Support Each Other'.

It is important to us that we do not discriminate unlawfully in the way we recruit, train and support our staff. We do not tolerate any forms of unlawful or unfair discrimination and recognise that all people have rights and entitlements by law.

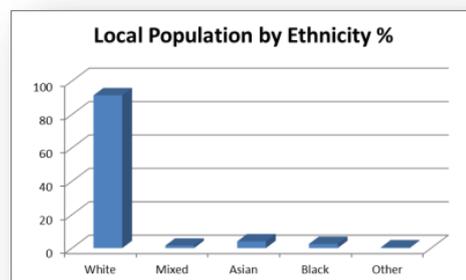
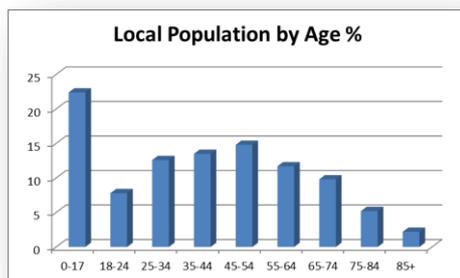
Further information regarding Equality and Diversity can be found on our website at

<http://www.northamptongeneral.nhs.uk/About/Policies-Reports-and-strategies/Equality-and-diversity-information/Equality-Diversity-Human-Rights.aspx>

# Our Population

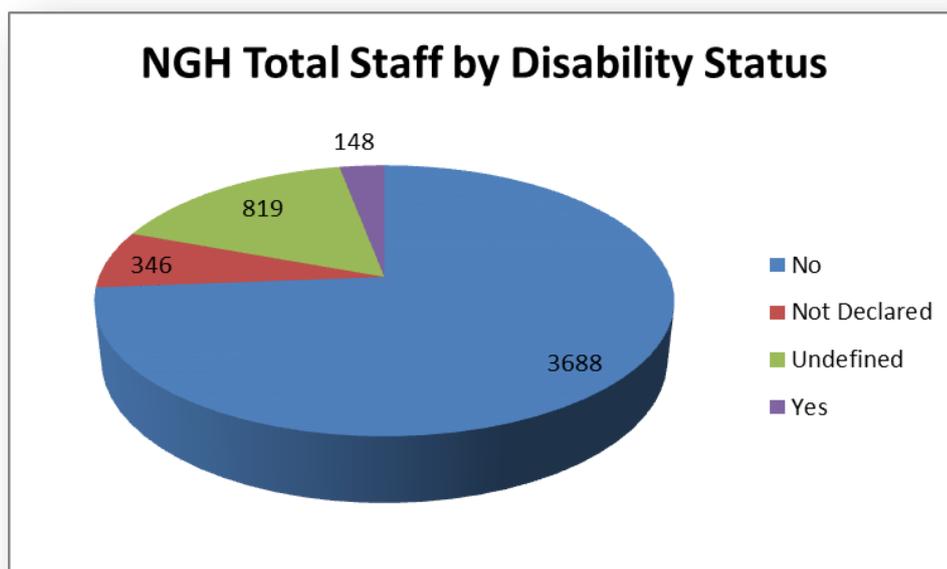
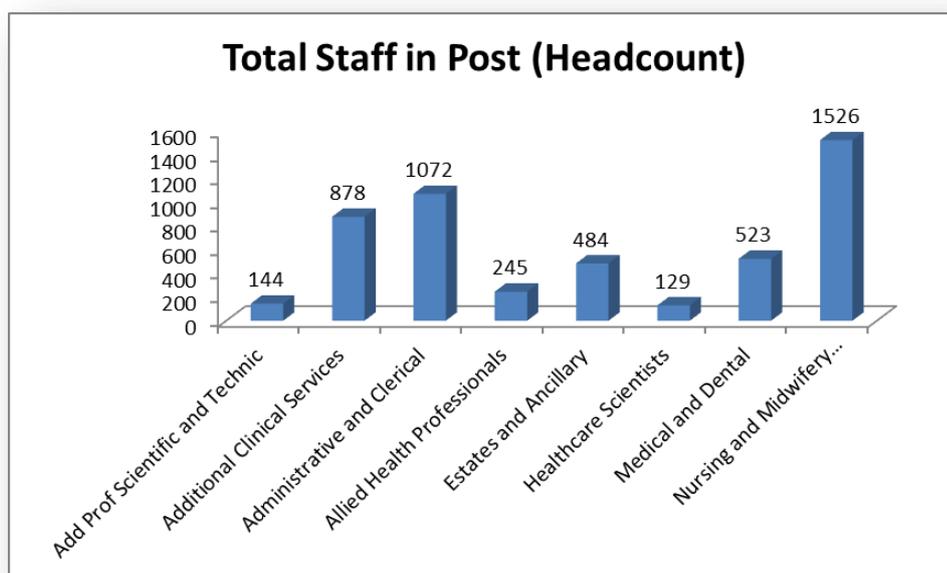
We provide general acute services for a population of 380,000 and hyper-acute stroke, vascular and renal services to 692,000 people living throughout the whole of Northamptonshire. The Trust is also an accredited cancer centre, providing services to a wider population of 880,000 who live in Northamptonshire and parts of Buckinghamshire. For one highly specialist urological treatment we serve an even wider catchment.

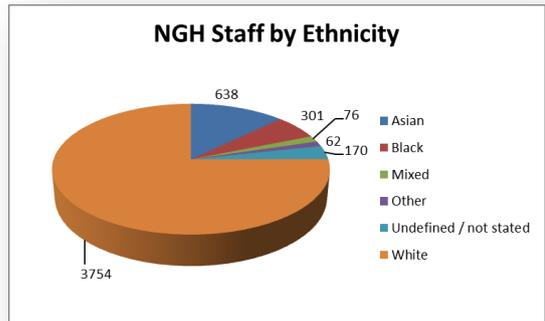
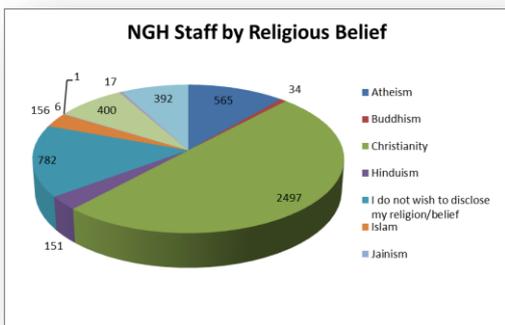
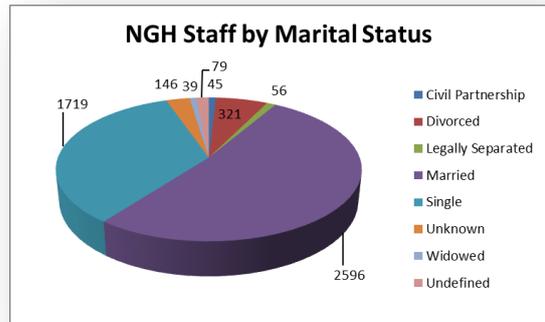
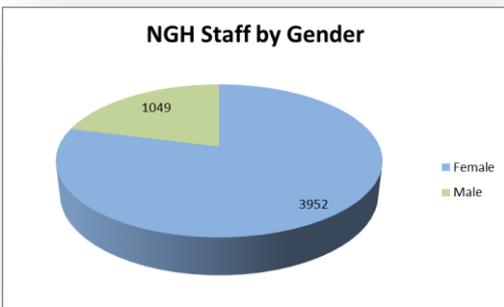
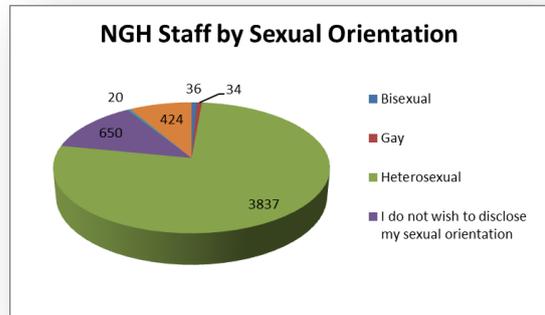
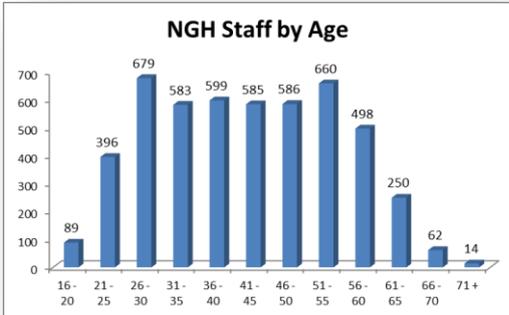
Our principal activity is the provision of free healthcare to eligible patients. We provide a full range of outpatients, diagnostics, inpatient and day case elective and emergency care and also a growing range of specialist treatments that distinguishes our services from many district general hospitals.



# Our People

The Trust employs 4250.94 whole time equivalent (wte) members of staff, a headcount of 5001 people, (as at 31 March 2018).





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# Our People

## interesting articles

The 15–19 May 2017 was the sixth NHS Equality, Diversity and Human Rights Week (#EQW2017).

Co-ordinated by NHS Employers it is a national platform for NHS organisations to work to create a fairer, more inclusive NHS for patients and staff.

The theme for 2017 was diverse, inclusive, together, which was chosen to reflect the move across the health and social care sector towards collaboration and integration - as reflected in the Five Year Forward View and the Sustainability and Transformation Plans. It also focussed on working together to make the NHS stronger, meet standards, enable change and collectively invest in the creation of a diverse and inclusive NHS workforce to deliver a more inclusive service and improved patient care.

We asked our staff during Equality, Diversity and Human Rights Week to spare a few minutes to think about what they could do on a day to day basis to ensure that the we are a diverse and inclusive organisation and how Living Our Values Everyday, especially “We respect and support each other” is hugely important to achieving this.



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## **Support for Staff becoming a Parent**

During 2017/2018 we continued to provide support for staff becoming a parent to ensure that they are aware of their rights and entitlements. In addition to the Trust's Maternity, Paternity, Adoption and Shared Parental Leave Procedure we have a dedicated member of staff who can provide support and advice to individuals, who are applying for these types of leave, and their managers.

Workshops are run for staff who are pregnant to provide additional support and information. For other parenting leave such as adoption or shared parental leave individuals are seen on a one to one basis.

During the 12 month period that this report covers:

- 162 members of staff commenced maternity leave
- 15 members of staff commenced paternity leave
- 3 members of staff commenced shared parental leave.

In addition we also offered staff access to our employee childcare voucher scheme along with making staff aware of the nursery that is situated in the grounds of the hospital.

## **Supporting Our Staff to Breastfeed**

As a fully accredited Baby Friendly Hospital, we aim to help our staff to continue to breastfeed, if that is their wish, and since 2017 we have been asking that managers support them to do this and promoting breastfeeding to our pregnant staff through our Maternity Workshops.

Breastfeeding has lots of benefits for a new mother and for their baby as well and we want staff to feel that they can continue breastfeeding when they return to work.

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## **Support for Our Retiring Staff**

Each year we run pre-retirement seminars for staff that are looking to retire within one to four years' time. The seminars help staff to prepare and plan for their retirement and covers aims and concerns, financial matters, inflation, taxation, investments, wills and equity release. In addition staff can also join the NHS Retirement Fellowship, which is a social, leisure, educational and welfare organisation for current and retired NHS and Social Care staff and their partners.

Approximately 16% of our workforce is over the age of 55, so these seminars prove useful for many of our staff.

## **Equality Analysis**

We continued to undertake Equality Analyses to ensure that our services, plans, policies and procedures, continue to meet our public sector duties and give 'due regard' to ensure that everyone who works at the Trust or uses our services are treated fairly, equally and free from discrimination.

From April 2017 to March 2018 we completed 76 Equality Analyses.

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## Workforce Race Equality Standard (WRES)

We undertook our third WRES exercise in 2017 and it was submitted to NHS England and published on our website in September 2017.

In general there was improvement in all the key indicators, with the exception of the percentage difference between the Black Minority Ethnic (BME) representation of the Board and the overall workforce, which has deteriorated. In addition it was noted that we do not have any Very Senior Managers (VSM) who are BME, as determined by the VSM criteria in the WRES Technical Guidance.

The National WRES Report was released in December 2017 and when comparing our results to the national results, for most of the indicators, our data reflects the national position. The differences to note were that our increase in our overall BME workforce was less than the national increase, especially in VSM positions and the percentages of BME and White staff believing we provide equal opportunities for career progression or promotion was slightly below the national figure. However for two of the indicators we were cited in the report as having 'data that suggests practice may be better' because:

1. We have improved by at least 1% point in comparison to the previous year
2. Our results have consistently improved from 2014 to 2016
3. Our 2016 score is equal to or lower than the sector average for all BME staff.

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These two indicators were:

- In the last 12 months have you personally experienced discrimination at work from your manager/team leader or other colleagues
- The percentage of staff reporting experiencing harassment, bullying or abuse from staff in last 12 months.

We are currently working on a campaign linked to our Value of Respect and Support each other and this will include training around equality and behaviours linked to bullying and harassment.

Our WRES Data Reports can be found on our Trust website.

## **Religious Festivals and Holy Days**

As one of the largest employers in Northampton our staff have many different religious beliefs, some of which have specific festival periods or Holy Days throughout the year.

Although there is no right that guarantees staff time off to attend religious services, we do recognise that it is good practice to accommodate requests where possible. To support with this we have been making our managers aware of key dates for religious observance and providing them with information to help them better understand the needs of our staff in relation to their religion or beliefs.

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## Equality & Diversity Group – Staff

Our Equality and Diversity Staff Group (EDSG) continues to meet on a quarterly basis. The purpose of the group is to champion and steer the work of the hospital so that we are in full and positive compliance of equality and human rights legislation, regulations and codes of practice including NHS and Department of Health standards.

The aim of the group is twofold, to lead, advise and inform on all aspects of policy making, and employment including various engagements related to equality and inclusion legislation and policy direction. In addition, the EDSG aim is to lead and monitor progress on the development of the Equality Objectives/Four Year Plan. The two main objectives link to the Equality Delivery System (ED2) outcomes relating to the workforce:



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1. A representative and supported workforce –

*“We will improve our staff satisfaction rates as reported in the annual staff survey. We will make year on year improvements on our staff survey results, aiming to achieve top 20% of acute Trusts for staff engagement. We will improve the experiences and treatment between White staff and BME staff at the Trust by progressing the Workforce Race Equality Standard (WRES) and monitoring outcomes.”*

1. Inclusive leadership -

*“We will improve our leadership and management capability.”*

The key actions for each objective link to the Workforce Race Equality Standard (WRES), health and wellbeing, staff survey results, divisional objectives and the leadership and management development programme.

During 2018/2019 we will be reviewing our key actions to ensure that they are fit for purpose and meet the needs of the Trust, especially linked to our analysis and findings from our most recent staff survey results and our findings from the 2017 WRES and Gender Pay Gap Reporting exercises.

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## Equality & Diversity Policies

Underpinning our Equality & Diversity Strategy and the objectives are a number of workforce policies and procedures that support our day to day work and some of these have specific connections to the Equality Act 2010, namely:

- Bullying, Harassment & Victimisation
- Employment of Staff with a Disability
- Flexible Working
- Maternity, Adoption, Paternity and Shared Parental Leave
- Recruitment, Selection & Retention
- Supporting and Managing Workforce Sickness Absence.

A number of these have been reviewed during 2017/2018 to ensure that they are up-to-date and in line with current legislation and best practice.

All our Human Resources procedural documents advise that our policies and procedures will be applied fairly and consistently to all employees regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation, whether working full or part-time or whether employed under a permanent, temporary or fixed-term contract.

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## Gender Pay Gap Reporting 2017

As per the Equality Act 2010 (Gender Pay Gap Information Regulations 2017) we compiled our data in December 2017. Although we are not legally required to produce a written report it was agreed this should be done to give context to the data.

The report was provided to the Equality and Diversity Staff Group in December 2017 for their approval prior to being presented to the Workforce Committee and Trust Board in January 2018. The approved report was published on our website and submitted to the Government by 31 March 2018, as part of the requirements under the Regulations.

We will be looking at the results more closely during 2018/2019 to see what we can do to reduce the gap that was identified.

You can see a copy of the report on here on our website:

<http://www.northamptongeneral.nhs.uk/About/Policies-Reports-and-strategies/Equality-and-diversity-information/Equality-Diversity-Human-Rights.aspx>



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## Disability Confident Scheme Certification

The Trust is certified as a Disability Confident Employer (formally Positive about Disabled People 'Two Ticks' Scheme) and as a result of this we commit to:

- Get the right people for our organisation - which includes providing fully inclusive and accessible recruitment processes, offering interviews to disabled people who meet the minimum criteria for the job and making reasonable adjustments as required.
- Keep and develop our staff - which includes supporting our staff to manage their disabilities or health conditions.

Along with ensuring that our recruitment processes are accessible and fair, we also encouraged our existing staff, that have a disability, to make us aware so that we could meet with them and discuss what support could be provided, if required. Knowing which of our staff have a disability also enables us to record the number of disabled staff that we have and the nature of their disability, in line with the Data Protection Act.

During 2018/2019 we will be looking at working towards attaining the next level of certification, which is a Disability Confident Leader.



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## Learning & Development

During 2017/8 we continued to recruit apprentices into various roles. Apprentices apply through NHS jobs and after attending an assessment day are then put forward for interview. Upon successful interview they are offered an apprenticeship post which is for a minimum of 12 months. Anyone can apply for an apprenticeship and they range from those leaving school to older people who want to train in another area or have brought up their children and now want to get back into work, but chose an apprenticeship so that they can gain a qualification alongside learning the job.

With the introduction of the Apprenticeship Levy on 1<sup>st</sup> April 2017, it has opened up the opportunity for more staff to complete an apprenticeship whilst employed with us. The levy has meant changes to the funding rules and eligibility criteria meaning that those staff who have a degree can access this training and with the introduction of higher level apprenticeships, we can train staff from level 2 up to level 7, which are the senior roles within the Trust. The creation of apprenticeship standards means that there are more career pathways which helps us to 'build our own' and provide a career for anyone joining the Trust.

Our Learning and Development Department have also been organising a free four week course for all NHS staff to enable them to gain a functional skills qualification in Maths or English equivalent to a GCSE.

## Northamptonshire NHS & Partners Apprenticeship Awards 2018

To celebrate National Apprenticeship Week 2018 (5 to 9 March) and the successes of our apprentices, Thursday 8 March saw the first award ceremony for county-wide apprentices across Northamptonshire NHS organisations and partner healthcare organisations.

The ceremony brought together our apprentices and their mentors together with those from Kettering General Hospital NHS Foundation Trust and Northamptonshire Healthcare NHS Foundation Trust as well as representatives from general practice and adult social care.

There were lots to celebrate on the evening from individual successes and heart-felt nominations, to the difference apprentices have made to the care patients, service users and carers have received across Northamptonshire.

The award categories recognised all apprentices working in many different job roles and settings across the partnership network including; Business Administration, Recruitment, Pharmacy Technician, Domestic Assistants and Healthcare Assistants.



There were 7 categories and NGH had winners in each category.

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## Staff Survey 2017 Equality & Diversity Results

The 2017 annual National NHS Staff Survey took place during September to December 2017 and 1871 members of staff returned the survey.

Of the 32 key findings there was improvement in 2, deterioration in 5 and 25 stayed the same. There were 2 results that showed statistically significant improvement and we were in the top 20% of acute trusts for staff engagement, staff motivation at work and the percentage of staff appraised in the last 12 months.

The demographics of the staff that responded when compared to the Trust profile were broadly similar with the exception of BME staff where 14% of respondents indicated they were from a BME background compared to 22% of our workforce and disabled staff where 19% of the respondents identified they were disabled compared to the 3% of our workforce.

Within the Staff Survey there are two specific key findings about equality and diversity.

The first key finding is in relation to the percentage of staff experiencing discrimination at work in the last 12 months. This result has not changed since the 2016 results and we were ranked as below average when compared to other acute trusts.

There was also no change in relation to the second key finding which reports the percentage of staff who believe that the organisation provides equal opportunities for career progression and/or promotion and we were ranked as above average when compared to other acute trusts.

The survey has highlighted some areas of concern and we will be working with our teams to analyse the results more deeply in order to continue our work in ensuring all our staff are focused on the Trust's values, by displaying positive behaviours, high quality care and striving for continuous improvement and meaningful staff engagement to sustainably improve staff satisfaction at work.

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## Health and Wellbeing for Staff

Throughout the year we have developed a campaign of initiatives that supports the introduction of our Health and Wellbeing Strategy. Our aim, through the strategy is to improve staff wellbeing and morale and to ultimately be recognised as a health promoting Trust. Our health and wellbeing initiatives have included:

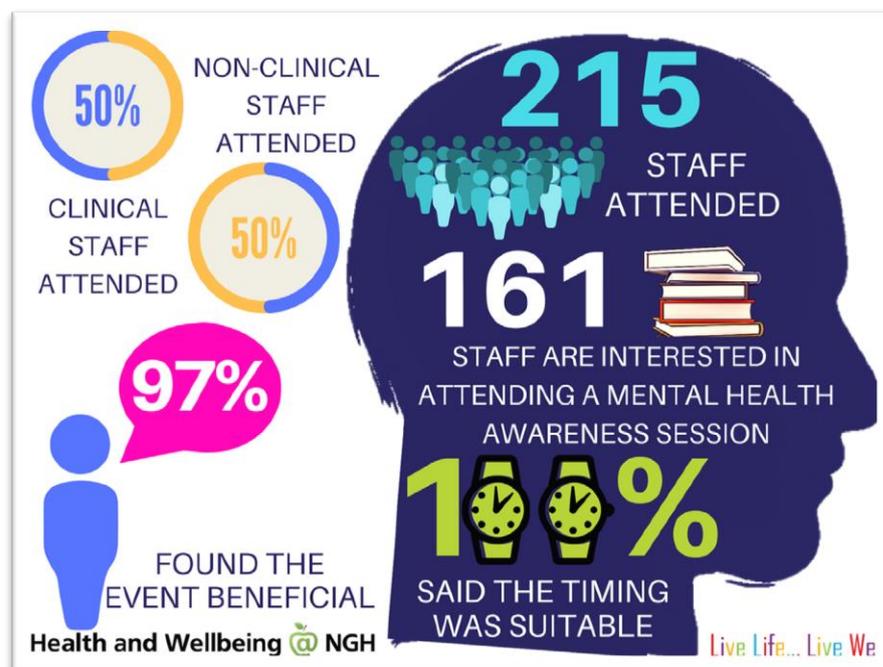
- Staff Health Checks
- 12 week Nutrition and Fitness programme in partnership with Trilogy
- Weekly choir practice sessions
- Weekly Ballroom/Latin dance classes in partnership with Top Dance
- Introduction of Mission: SlimPOSSIBLE – in-house weekly slimming group for staff providing advice and support
- Improved bike storage facilities
- Participation in 100 Day Global Challenge
- Participation in Northamptonshire Sport Business Games
- Participation in Workplace Challenge
- Promotion of local and national awareness campaigns.



The focus during the year was on mental health awareness and ways we can do more to tackle stigma and discrimination.

Mental health awareness event 'Mind Your Head' took place on 10 October 2017 to coincide with World Mental Health Day. A drop in event was arranged for all staff, where a range of stands representing different areas that link with mental health and supporting information was available.

Below is a brief summary from the event:



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Two mental health awareness workshops delivered by MIND took place. The workshops were open to all staff to help:

- Understand how mental health conditions are assessed, classified and diagnosed
- Identify the signs, symptoms, causes and treatment options for a range of mental health conditions
- Challenge common assumptions and prejudices associated with mental health.

Attendance and feedback from both sessions was extremely positive and further workshops will be organised.

Ten Managing Mental Health in the Workplace workshops for managers were organised and they helped support managers to identify:

- The signs and symptoms of stress, anxiety and depression
- The possible causes and impact of these conditions
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- The range of reasonable adjustments to support someone with a mental health condition
- The management skills necessary to manage staff who are stressed, anxious and depressed

Time to Talk Day 2018 – Talking Therapy Sessions in partnership with Northampton MIND were organised. These were bookable 10 minute 1-1 talking therapy sessions for staff to talk about stress, anxiety, depression or mental health in general.



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## Care Quality Commission Visits 2017

Following a number of inspections by healthcare watchdogs the Care Quality Commission (CQC) we were official reclassified from Requires Improvement to Good in 2017.

The hospital was found to be good in all five categories inspected – safe, well led, caring, responsive and effective – with many outstanding features highlighted by the inspection team. The Trustwide focus on patient safety was noted.

Here are some of the things that the CQC said in their report specifically in relation to equality and diversity:

*“The leadership teams were cohesive and inclusive.”*

*“The Trust provided core elements in mandatory training to include fire, information governance, health and safety, safeguarding adults and children, manual handling, equality and diversity, infection prevention practice, safeguarding vulnerable adults, and trust induction.”*

*“Staff told us they felt respected, valued and were treated fairly, with equal opportunities for training, development and career progression.”*

Everyone at the Trust is very proud of this achievement and Dr Sonia Swart, our Chief Executive said: “The inspection report paints a picture that everyone working here will recognise. The essence is that of a positive team spirit delivering care of a high standard in a clinically-led structure where staff are proud of what they do. I’m really pleased for everyone who’s worked with determination over the past three years to get us to this point. The reports confirms that this was a whole team effort and that our direction of travel is the right one. It gives us renewed confidence that if we sustain our current improvements and continue our current approach, we will be able to move from Good to Outstanding.”





Northampton General Hospital

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