

Equality and Human Rights

Workforce Annual Report
April 2015 to April 2016

Providing
the **Best
Possible
Care**

Equality and Human Rights Workforce Annual Report April 2015 to April 2016



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 Human Rights Annual Report for 2015/2016 reviews the work Northampton General Hospital has made to promote equality and celebrate diversity within its workforce during April 2015 to March 2016.

During the period that this report covers we continued to focus on the recruitment of nurses including many from overseas. In addition we have worked hard to recruit and engage apprentices in a variety of different roles across the organisation and this work was recognised by South Leicestershire College who presented us with an Employer of the Year Award for our support of apprentices in February. We continued to demonstrate our commitment to equality in recruitment through the Two Ticks Scheme and our commitment to staff through our Staff Engagement Strategy.

During 2015/2016 we made progress against our objectives and action plan that is required in accordance with the NHS Equality Delivery System (EDS2) and also produced our first baseline data report for the Workforce Race Equality Standard that was introduced in the NHS in late 2014.

The 2015 National Staff Survey results showed improvements in the elements of the survey that relate to equality and diversity, however we are mindful that we need to continue to work hard to ensure further improvements are made.

Underpinning all of this work is our Equality and Human Rights Strategy and our Equality Analysis processes.



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

Introduction

Northampton General Hospital believes that Equality and Diversity (E&D) is central to what we do. Equality is about creating a fairer society where everyone has the opportunity to fulfill their potential.

The Trust aims to deliver high quality support to staff that is accessible, responsive and appropriate to meet the diverse needs of the different groups and individual members of staff we employ.

To achieve this aim, we want to ensure that employees are not subject to any form of discrimination or unlawful treatment. Everyone can expect to be treated with equal respect and dignity regardless of their background or circumstances.

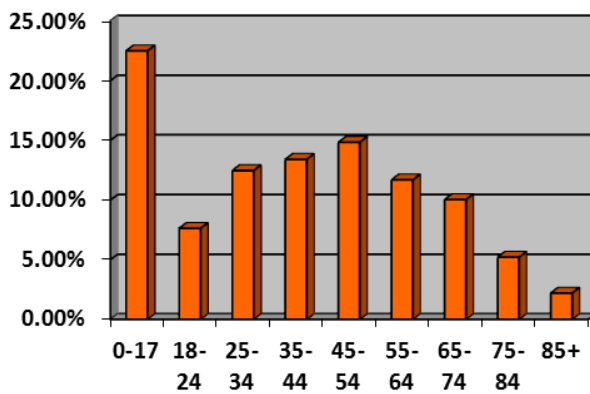
It is important to us that we do not discriminate unlawfully in the way we recruit, train and support our workforce. The Trust does not tolerate any forms of unlawful or unfair discrimination. In addition it recognises that all people have rights and entitlements by law.



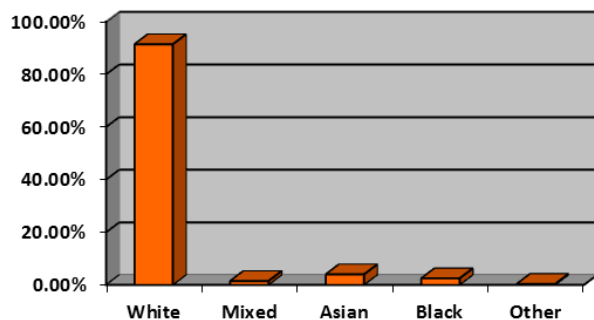
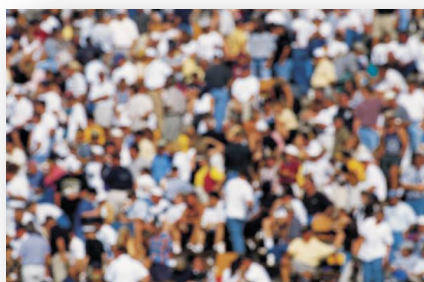
Our Population

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.



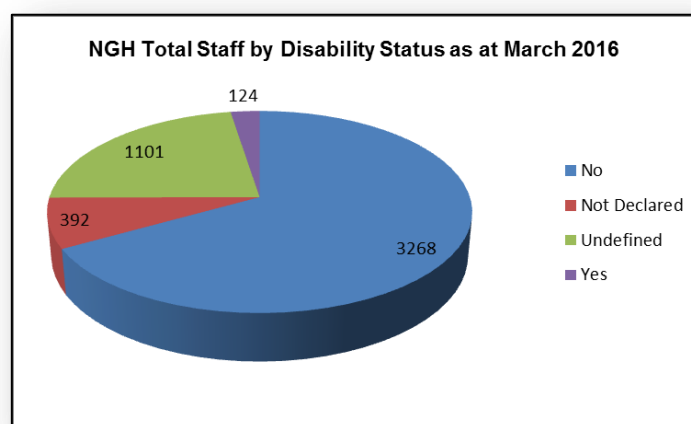
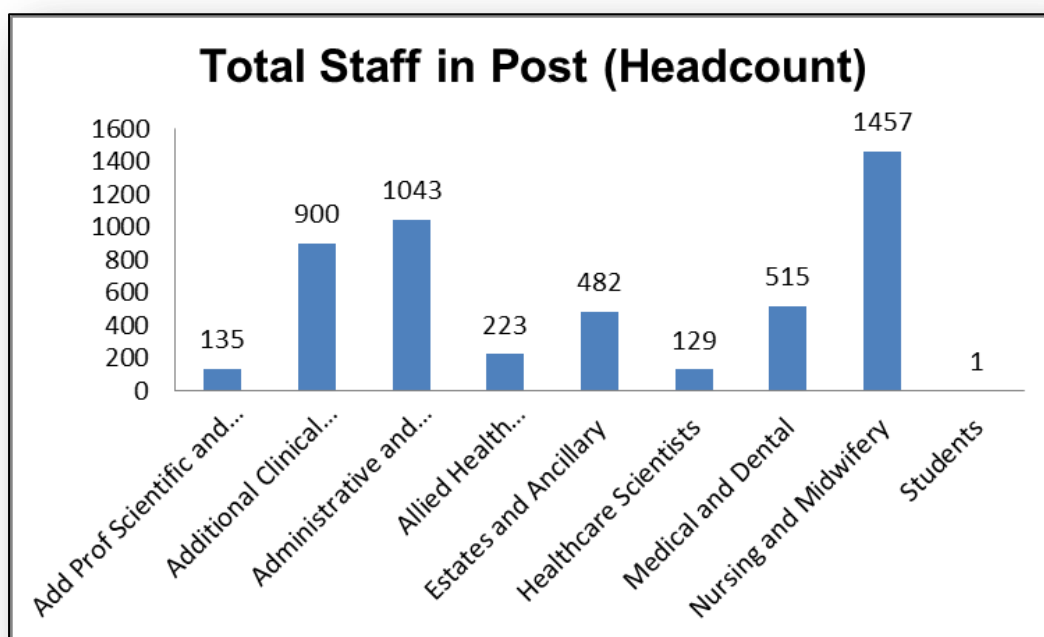
Local Population by age

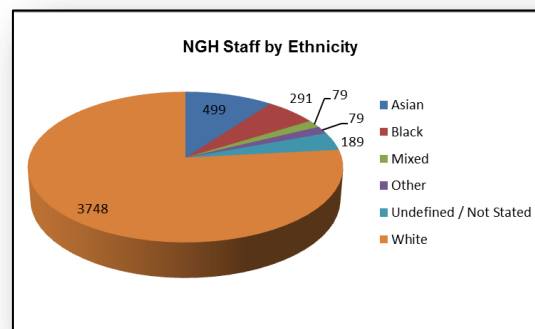
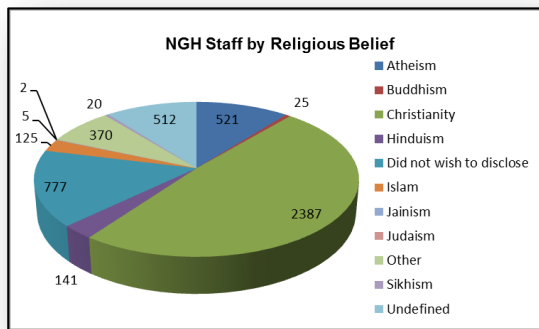
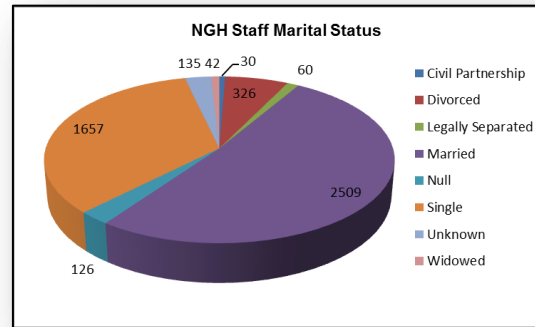
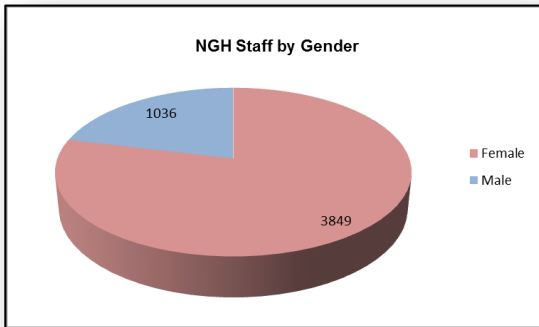
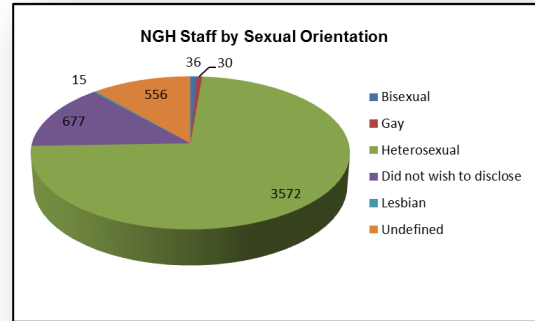
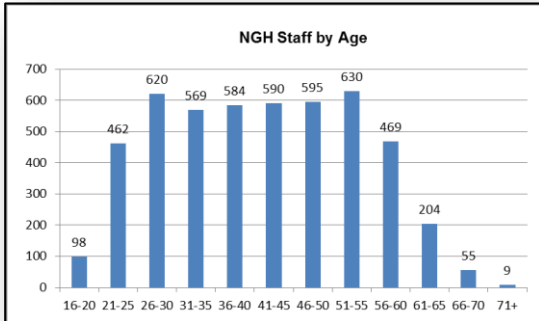


Local Population by ethnicity

Our People

The Trust employs 4250.94 whole time equivalent (wte) members of staff, a headcount of 4885 people, (as at 31 March 2016).





Our People

interesting articles

NHS Equality, Diversity and Human Rights Week 11-15 May 2015

Linking Our Thinking

The fourth NHS Equality, Diversity and Human Rights Week, organised by NHS Employers, was held from 11-15 May 2015 and shone a light on the ongoing work across the NHS to ensure that it continues to meet the diverse needs of its local populations and is a place where staff from all backgrounds will want to work.

The theme was about 'Linking Our Thinking' and focused on how diversity of thought can contribute to address and solve problems for all under-represented and disadvantaged groups and individuals within the workplace.



We asked our staff to take the opportunity during the Equality, Diversity and Human Rights Week ask themselves the following question “What do I do to contribute to promoting equality and diversity here at NGH?”

Staff could also get involved with Equality, Diversity and Human Rights Week by joining the conversation on twitter and Facebook.

Support for Staff becoming a Parent

During 2015/2016 the Trust 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.

A regular schedule of 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:

- 158 members of staff commenced maternity leave
- 37 members of staff took paternity leave
- 1 member of staff commenced adoption leave

The Trust also organised sessions for managers in March 2016 to ensure that they were fully up-to-date with the rules, regulations and entitlements so that they too could better support their staff in relation to parenting leave. Thirty managers attended the sessions and it is hoped that more will be run during 2016.



Equality Analysis

The Trust continues to undertake Equality Analyses to ensure that its 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 its services are treated fairly, equally and free from discrimination.

During the period April 2015 – March 2016 162 Equality Analyses were completed.



Workforce Race Equality Standard (WRES)

In 2014 NHS England took the decision to introduce a National Workforce Race Equality Standard. This decision was made following numerous reports that evidenced systematic discrimination against Black and Minority Ethnic (BME) staff in the NHS.

The evidence from the reports highlighted that people from a BME background are less likely to be appointed once shortlisted, less likely to be selected for training and development programmes, more likely to experience harassment, bullying and abuse and more likely to be disciplined and dismissed. The Standard is made up of 9 indicators and these will highlight any differences between the experience and treatment of White staff and BME staff in the NHS with a view of encouraging and enabling NHS organisations to reduce the differences.

In line with the guidance issued by NHS England the Trust produced baseline data for each of the 9 indicators in April 2015 and these were published on the internet. The Trust will be repeating the exercise in April 2016 and comparing these results to those of 2015 to establish if there have been improvements in the experiences or the treatment of White staff and BME staff, if there are any areas for concern and, if any are found, to look at the steps the Trust can take to make improvements.



Staff Survey 2015 Equality & Diversity Results

The 2015 annual National NHS Staff Survey took place during September to November 2015. A total of 4676 surveys were sent directly to all staff and 1442 members of staff returned the survey.

Of the 32 key findings this year there has been improvement in 9, no deteriorations, 13 have stayed the same and 10 could not be compared. This is again an overall improvement and continues our positive trend of improvement over the last 3 years.

The demographics of the staff that responded when compared to the Trust profile were broadly similar with the exception of disabled staff where 15% of the respondents were disabled compared to the 3% of the Trusts workforce.

Within the Staff Survey there are two specific key findings that relate to equality and diversity.

The first key finding is in relation to the percentage of staff experiencing discrimination at work in the last 12 months and in this area the Trust has significantly improved since the 2014 survey results and is above average when compared to acute Trusts.

There has been a slight improvement in relation to the second key finding which relates to the percentage of staff who believe that the organisation provides equal opportunities for career progression and/or promotion. The Trust is also below average when compared to other acute Trusts

We recognise that overall the survey shows improvement however it highlights some areas of concern and the Trust continues to work to improve the results, through the work of its Organisational Development Team and the Improving Quality and Efficiency Team to bring about a fundamental shift in culture, where everyone is focused on quality, continuous improvement and meaningful staff engagement to sustainably improve staff satisfaction at work.

Equality & Human Rights Strategy 2013 -2016

The Trust's Equality and Human Rights Strategy details how the Trust will eliminate discrimination, advance equality and foster good relations between people who share certain characteristics and those who do not: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. It builds on the work already done and progress made on equality, diversity and human rights over the years and sets out our co-ordinated and integrated approach. The Trust Board receives regular feedback on the implementation and promotion of this Strategy and we evaluate progress to ensure we are striving towards what we set out to achieve. We will also be reviewing the strategy in 2016 to ensure that it remains current and complies with the Equality Act 2010.

Underpinning the strategy are a number of Trust policies and procedures that support the day to day work of the Trust and some of these have specific connections to the Equality Act of 2010, namely:

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

In addition 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.

Equality & Diversity Group - Staff

The Trust has an Equality and Diversity Staff Group (EDS) that meets on a quarterly basis. The purpose of the group is to champion and steer the work of Northampton General Hospital (NGH) so that the Trust is 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 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 group also leads and monitors progress on the development of the action plan that is required in accordance with the NHS Equality Delivery System (EDS2). As part of this action plan there are two objectives that relate to our workforce:

1. A representative and supported workforce –

We will aim to improve our staff satisfaction rates as reported in the annual staff survey and the staff family and friends test. In response to the question regarding whether staff would recommend the Trust as place to work.

2. Inclusive leadership -

To develop improved leadership and management capability.

The Trust is pleased to advise that all actions linked to these objectives have either been completed or are in progress.

Recruitment

During the past year the Trust has recruited many staff through various different recruitment methods and events. In particular the Trust has worked hard to increase its number of nurses and this has included recruiting from overseas. During the period that this reports covers we recruited 246 nurses and 103 of these were recruited from countries such as Romania, Holland, Spain and India.

All our new employees over the past 12 months, regardless of their role, come from differing backgrounds, beliefs and life experiences that contribute to the richness and diversity of the Trust's workforce.

The Trust has also recently reviewed and updated its recruitment training for managers and this now includes specific guidance and best practice on how the Equality Act 2010 and the Trust values apply in relation to the recruitment practices of the Trust. This training is currently being rolled out across the organisation.



Corporate Global Challenge

During the year Trust staff took part in the Global Corporate Challenge (GCC), which is a 100-day virtual tour around the globe whereby employees around the world compete in teams and record their daily activity as the GCC takes them on a journey that will increase their physical activity levels and improve their diet and the quality of their sleep.

This challenge was a resounding success with large number of staff of all ages, backgrounds and roles forming teams from wards and departments



from across the whole organisation taking part. It is hoped that the beyond the 100 days, the challenge has provided a platform to ensure that learning and positive habit formation continues throughout the year for all the staff that participated.

Employer of the Year Award for Learning & Development

In February 2016 the Trust was presented with an Employer of the Year award for its support of apprentices. South Leicestershire College presented the award to Becky Sansom, Learning and Development Manager, who has personally driven the NGH apprenticeship programme. The award recognised the continual support given to our apprentices throughout their programme of learning and, where possible, their progression into substantive contracted posts within the organisation. It is a three-way partnership that culminates in

the learner gaining valid and valuable real work experience and ensures that they have the work and life skills needed to move into employment. The Trust works closely with the college to strive for excellence and opportunities for the young people in our community and was very proud to receive an award to recognise this.



Mind the Gap – Exploring the Needs of Early Career Nurses and Midwives

A report produced in 2015 from Health Education England and Birmingham and Solihull Local Education and Training Council explored staff retention among newly qualified health professionals. The report was part of the 'Every Student Counts' project, which was initiated in response to concerns from employers about the recruitment and retention of nurses and midwives, and in particular concerns over a high turnover rate for band 5 nurses.

Using views and information collected through a variety of methods the conclusions drawn related to generational differences evident amongst healthcare professionals, and suggested employers needed to accommodate generational needs in order to ensure that newly qualified staff of all ages were supported and retained. The report stated:

“...there are generational concepts that require consideration if we are to appropriately support individuals as they begin their professional careers. For the first time in history four different generations will be working together in the same employment environment... Understanding different motivational needs across these generations offers employers and education providers a real opportunity to better align support to meet individual needs and to improve recruitment and retention.”

Whilst the report emphasised that broad descriptions can lead to stereotyping and therefore the categories below should be considered a general guide to understanding only, four generational profiles are applied in the analysis of staff behaviours and characteristics:

| Generational Profile | Date of Birth Range | Brief Descriptor |
|-----------------------------|---|-------------------------|
| Baby Boomer | 1946 - 1964 | "I am a post war child" |
| Generation X | 1965 - 1979 | "I am a latch-key kid" |
| Generation Y | 1980 - 1994 | "I am a millennial" |
| Generation Z | 1995 – 2010 (just entering higher education) | Generation Z |

The report also highlighted some general expectations of early career nurses and midwives, and gave recommendations that employers 'live their values', facilitate work-life balance for staff and offer clear pathways for career development.

The during 2015/2016 the Trust has been sharing this report and its recommendations with its managers, to raise their awareness of generational needs so they can better support newly qualified staff, of all ages, when they join the Trust.

State of the Art Gym Opens at Cripps Recreation Centre

Following extensive improvement works, Northampton Leisure Trust (NLT) is pleased to announce that the new Trilogy gym at Cripps Recreation Centre is now open. The state of the art facility features a calming and stretching studio, functional training studio as well as a strength, conditioning and free weights area.

NLT took over the management of Cripps Recreation Centre located within the grounds of Northampton General Hospital on 6 May. It now operates Cripps alongside its four other leisure facilities across Northampton under the Trilogy brand.

Ian Redfern, Managing Director, Northampton Leisure Trust comments “Inspiring Active Lifestyles is what we do. Our partnership with Northampton General Hospital at the Cripps Recreation Centre enables us to expand our offering to customers. Cripps now features state of the art equipment and a comprehensive studio/indoor cycling programme, making it an extremely motivating place to exercise. The facility also enables us to deliver our Junior Active membership package with swimming lessons and holiday activities already on offer.”

Charles Abolins, NGH Director of Facilities and Capital Development, said: “We recognise our responsibility to encourage and promote the health and wellbeing agenda not just in the context of our patients – and indeed helping to prevent people becoming patients in the first place - but also as one of Northampton’s largest employers.

“We are delighted the future of Cripps has been secured through our partnership with NLT ensuring our employees have access to great facilities and services.”



Learning and Development

During 2015/16 the learning and development department offered Excel Training to all staff. Funding was obtained after it became apparent that staff had this skill gap. Staff completed a skills analysis which enabled them to be put onto the right level of course. In total 39 staff were trained.

In 2016 NGH were nominated and won the Employer of the Year Award for its support of Apprentices. Apprenticeships that were offered this year included; Business Admin, Customer Service, Electrical Engineering, Mechanical Engineering, Catering and Apprentices in Healthcare. Alongside recruiting Apprentices, staff already employed were able to complete apprentice frameworks which included Business Admin, Customer Service and Healthcare.

The Trust began its Francis Crick programme which is a management development programme commencing with the top 50 managers and then offering it to the next level of manager. Working alongside this, a Vocationally Recognised Qualification (VRQ) in Team Leading became available and so the Trust piloted this 12 week programme with 10 staff aspiring to be team leaders. All of them achieved this qualification which included: communication skills, motivation, development. The success of this pilot means that further courses will be offered to all staff.

All mandatory training subjects now have a workbook and assessment for staff to access instead of attending face to face sessions or e-learning. This method of training is designed to ensure that staff have maintained the level of knowledge and understanding needed for their job. This has meant that staff have not had to leave their workplace for an hour of training, but can complete the assessment from 10 mins. The workbooks in some subjects have been amended to help some staff understand the relevance of the subject. This means that we now have 3 methods of delivery for all mandatory training subjects; face to face (RoK), e-learning and workbook/assessment. By ensuring that we are covering all learning styles we are ensuring that the learning becomes embedded in staffs everyday practice.

Northampton General Hospital

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