



Equality and Diversity

Workforce Annual Report April 2018 to March 2019

Providing
the **Best**
Possible
Care



UNIVERSITY OF
LEICESTER

Associate Teaching Hospital



Northampton General Hospital
NHS Trust

Equality and Diversity

Workforce Annual Report

April 2018 to March 2019



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 Workforce Annual Report for 2018/2019 reviews the work Northampton General Hospital (NGH) has undertaken to promote equality and celebrate diversity within our workforce during April 2018 to March 2019. During the period that this report covers we continued to work to and review our progress against our Equality Objectives/4 Year Plan.

We have been undertaking a significant programme of work around our value of respecting and supporting each other with particular focus on behaviours such as bullying and harassment, which has strong ties to equality and diversity, as we recognise a respectful workplace is inclusive and values diversity. We are also piloting ways of building inclusivity into our recruitment processes.

In addition we undertook, for the second time, our Gender Pay Gap Report and published it in line with the 2017 legislation and compared the experiences of our BME staff to those of our White staff through the NHS Workforce Race Equality Standard. We will be looking at the results more closely during 2019/2020 to see what the Trust can do to make improvements.

We continued the implementation of our Health and Wellbeing Strategy, with a strong focus on mental health and wellbeing during 2018/2019, which included working closely with MIND.

There were some deteriorations in our 2018 National Staff Survey results for the elements of the survey that relate to equality and diversity. We shall be looking to establish where improvements can be made and our Equality Objectives/4 Year Plan will support this work. We are also refreshing and revising our people strategy to ensure that there is a stronger emphasis on inclusivity and the value that brings to the organisation and our board.



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 'Alan Burns'.

Alan Burns
Chairman

Introduction

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

Diversity is about recognising and valuing difference and 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

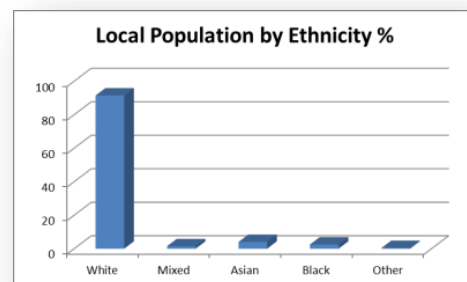
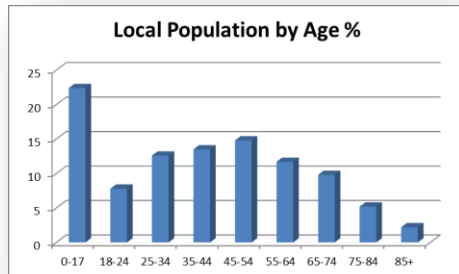
<http://www.northamptongeneral.nhs.uk/About/Policies-Reports-and-strategies/Equality-and-diversity-information/Equality-Diversity-Human-Rights.aspx>



Our Population

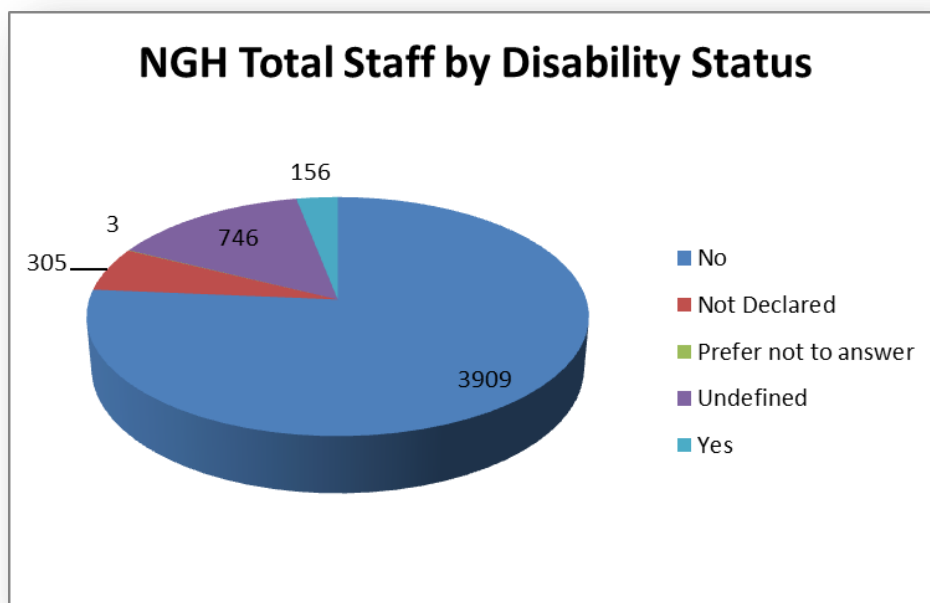
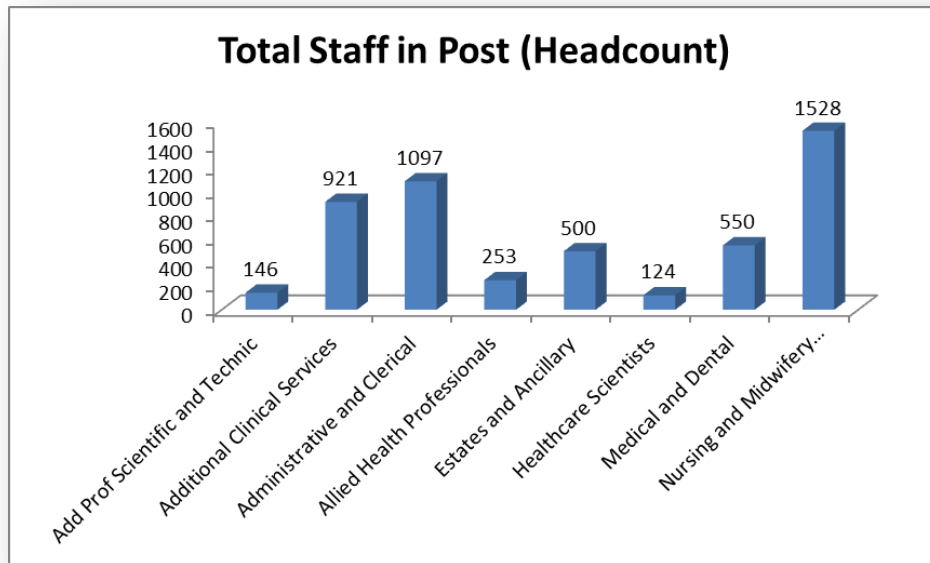
Northampton General Hospital NHS Trust provides general acute services for a population of 380,000 and hyper-acute stroke, vascular and renal services to people living throughout whole of Northamptonshire, a population of 692,000. The Trust is also an accredited cancer centre and provides cancer services to a wider population of 880,000 who live in Northamptonshire and parts of Buckinghamshire.

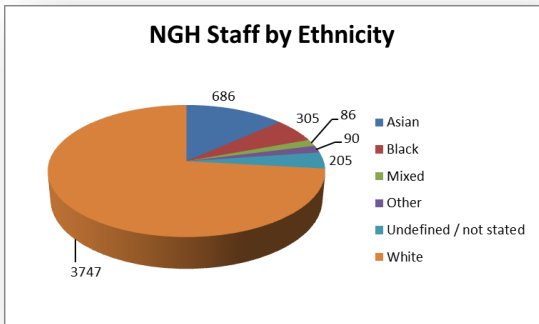
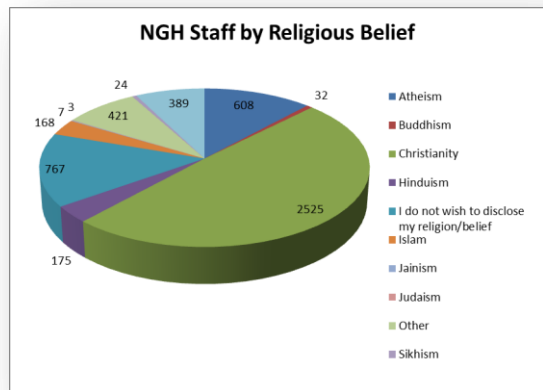
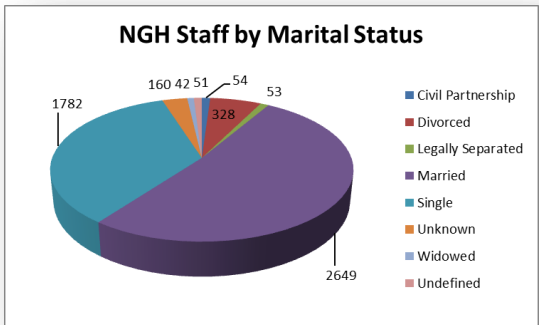
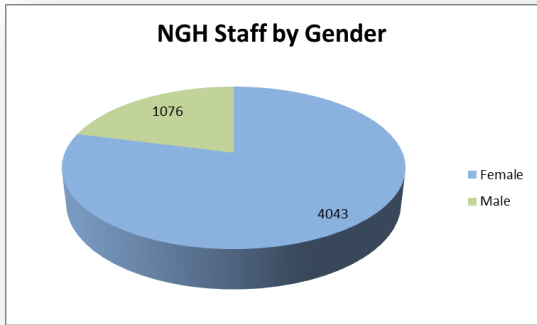
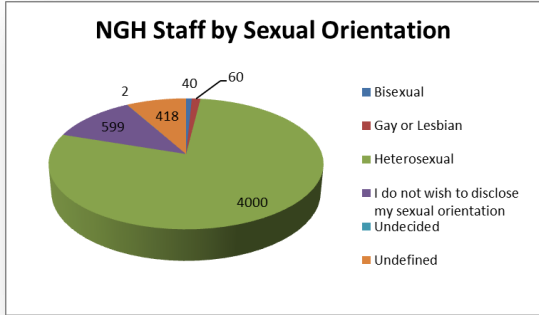
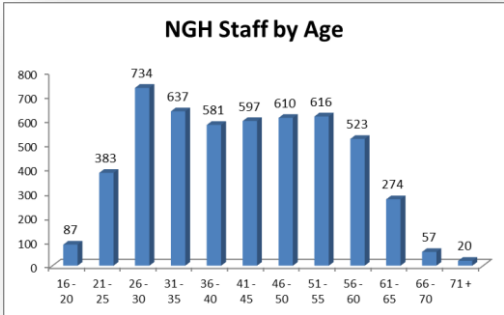
The principal activity of the Trust is the provision of free healthcare to eligible patients. We are a hospital that provides the full range of outpatients, diagnostics, inpatient and day case elective and emergency care and also a growing range of specialist treatments that distinguishes our services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



Our People

The Trust employs 4510.58 whole time equivalent (wte) members of staff, a headcount of 5119 people, (as at 31 March 2019).





Our Activities

NHS Equality, Diversity & Human Rights Week – 14 to 18 May 2018

The 14 – 18 May 2018 was the seventh NHS Equality, Diversity and Human Rights Week (#EQW2018).

Co-ordinated by NHS Employers, #EQW2018 is a national platform to highlight creating a fairer and more inclusive NHS for patients and staff.

The theme was once again **diverse, inclusive, together** to continue to reflect the move across the health and social care sector towards collaboration and integration. Working together makes the NHS stronger, we 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.

Was asked our staff to think about how what they do on a day to day basis and how it can support us to be diverse, inclusive and together organisation.



Support for Staff becoming a Parent

During 2018/2019 we continued to provide support for staff becoming a parent to ensure that they are aware of their rights and entitlements. In addition to our 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:

169 members of staff commenced maternity leave
31 members of staff commenced paternity leave
2 members of staff commenced shared parental leave.

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, by 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.

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.

More than 16% of our workforce are 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 here or uses our services are treated fairly, equally and free from discrimination.

From April 2018 to March 2019 we completed 89 Equality Analyses.

We have also under taken a review of our Analysts over the last 12 months and organised for some further training to increase the number of staff that can review our procedural documents, together with ensuring that our business cases give greater consideration to equality.

Workforce Race Equality Standard (WRES)

We undertook our fourth WRES exercise in 2018 and it was submitted to NHS England and published on our website in September 2018.

There was improvement in some areas from 2017, such as an increase in the number of Black Minority Ethnic (BME) staff who work for us, along with a reduction in the likelihood that a BME member would be more likely to enter a formal disciplinary process than a White member of staff.

Deteriorations from the previous year were seen for BME staff reporting bullying, harassment or discrimination and a reduction in the number of BME staff who believe we provide equal opportunities for career progression or promotion.

The National WRES Report was released in January 2019 and when comparing our results to the national results we have more positive results for over half the indicators. The areas where our results are below that of the national results is for the same areas where we have deteriorated since 2017.

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

Workforce Disability Equality Standard (WDES)

In the autumn of 2019 NHS England will be introducing the Workforce Disability Equality Standard (WDES). This is a set of key indicators which we will be measured against, from the data we hold for staff, to compare the experiences and treatment of our disabled staff compared to our non-disabled staff. We will then use the information to identify if there are any areas of concern that we need to investigate further to improve the experiences and treatment at work of our disabled staff.



During 2018/2019 we have been encouraging staff who have a disability to make us aware so we can ensure that they have the access to any support that they require, but to also enable us to make sure our records are correct so the outcomes of our analysis when we undertake the WDES for the first time give an accurate reflection of the experiences of our disabled staff.

Diversity by Design

In 2019 we commenced 'Diversity by Design'. In March 2019 a number of focus groups, for staff with protected characteristics, were run to get their views on working at the Trust. The information gathered from these groups will be analysed to see what improvements we can make for our staff to ensure that we are an inclusive workplace, for all staff regardless of their protected characteristics.

In addition we will be piloting alternative recruitment techniques to work towards removing unconscious bias during recruitment/interviews of applicants.

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, firstly 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. The second 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:



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.”

Inclusive leadership -

“We will improve our leadership and management capability.”

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



During 2019/2020 we will be reviewing our key actions to ensure that they are fit for purpose, meet the needs of the Trust, and continue to link to our analysis and findings from our most recent staff survey results and our findings from the annual WRES, WDES and Gender Pay Gap Reporting exercises.

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, some of which 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 2018/2019 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.

Gender Pay Gap Reporting

As per the Equality Act 2010 (Gender Pay Gap Information Regulations 2017) we compiled our data for the second time, since the regulations came into effect. In December 2018 the approved report was published on our website and submitted to the Government in January 2019. Although we are not legally required to produce a written report it was agreed we would do this to give context to the data. The report can be found on our website

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

There has been a small improvement when comparing it to the results of the previous year and we will be looking at the results more closely during 2019/2020 to see what we can do to reduce the gap even further.



Disability Confident Scheme Certification

We are 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 2019/2020 we will be looking at working towards attaining the next level of certification, which is a Disability Confident Leader.



Our Value of Respect and Support

During 2018/2019 we have been undertaking lots of work around our value of respecting and supporting each other with particular focus on behaviours such as bullying and harassment, which has strong ties to equality and diversity, as we recognise a respectful workplace is inclusive and values diversity.

Work that has been undertaken includes:

- The development by more than 800 members of staff of a Behavioural Framework, which is a set of core behaviours based on our value of respect and support. They define 'how' we are expected to approach our work and sit alongside 'what' we do as outlined in each of our job descriptions.
- Training workshops, one for staff and one for managers, have been developed to address workplace bullying and inappropriate behaviours. Each of the workshops use a combination of classroom-based, interactive style training with Forum Theatre to cover how we address these behaviours, and set actions towards building a respectful and supportive environment. Two workshops are being offered, one for managers and one for staff.
- A redesign of part of our induction for new starters to ensure that there is a greater focus on equality and diversity and its link to the value of respecting and supporting each other along with what the role of staff is to ensure that everyone's behaviours are positive and inclusive.

This work will continue during 2019/2020.



National Inclusion Week 2018

During National Inclusion Week 2018, Leanna Denis, Deputy Team Lead / Highly Specialised Physiotherapist from the Community Stroke Team (in the centre of the picture) represented the Trust on a panel discussion, in partnership with St Andrews Healthcare.

Leanne said “I was honoured to be asked to be part of a panel discussion in conjunction with St. Andrews Healthcare for national inclusion week. National Inclusion week is an event created and run by Inclusive Employers and is an annual opportunity to raise awareness of inclusion in the workplace. The panel discussed their career highs and lows and gave advice for those trying to develop their career and future aspirations.”

“It was acknowledged that to develop your career when you are from a BAME background can be challenging but there are opportunities within and outside the Trust and mentors available to assist also. The opportunity to hear and share our stories was inspirational and the event will be held again for all staff in the near future.”



Our thanks to Leanna for representing Northampton General Hospital NHS Trust at this event and sharing her views and experiences with others to raise awareness.

Supporting our Staff who are Transgender

During 2018 we launched a Transgender Policy to support our transgender staff, patients and visitors. The policy gives guidance on the expectations and other considerations that may be necessary for our transgender staff and patients to ensure that they are treated with dignity and respect by all and what support we can offer staff if they are proposing to go through gender reassignment or to live as the opposite gender.

Faith and Belief

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. Religious, spiritual and pastoral care is offered to patients, visitors and staff of all faiths and none and is a valued part of care within NGH.



The hospital has two chaplains and a team of 12 volunteer pastoral visitors. The chaplains regularly visit the wards and are always happy to offer support or a 'listening ear'. Hospital Chaplains have a duty of care not only for the patients, but also the whole for the whole hospital community, including staff, visitors and friends.

A Hospital Chaplain is always open for people of all faiths and none, to support them in their religious and spiritual journey. The Chapel is always open and can offer a refuge and sanctuary for prayer, reflection and meditation for staff, patients and visitors.

Staff Survey 2018 Equality & Diversity Results

The 2018 annual National NHS Staff Survey took place during October to December 2018 and 2,133 members of staff returned the survey. Of the 10 themes there was improvement in one and deterioration in six. Two stayed the same and one theme could not be compared.

The demographics of the staff that responded when compared to our workforce profile were broadly similar with the exception of disabled staff where 19% of the respondents identified they were disabled compared to the 3% of the our workforce recorded on the Electronic Staff Record (ESR).

Within the Staff Survey there are four specific questions about equality and diversity. The first question is in relation to the percentage of staff believing that we act fairly in relation to career progression and promotion. This result has deteriorated from 85.9% in 2017 to 83.4% in 2018. We are also slightly below average when compared to other acute trusts by 0.5%.

The question relating to personally experiencing discrimination at work in the last 12 months from patients/service users, their relatives or other members of the public has deteriorated from 6.2% to 8.4% in 2018. The national average when compared to other acute trusts is 6.1%.

The same question, but for managers, team leaders or other colleagues was 9.4% in 2017, but has risen to 10.2% for the 2018 survey. We are again above the national average which is 7.7%

Improvement was seen in the final question that asks if adequate adjustments have been made in order to enable staff to carry out their work. Our 2018 result was 76% up from 68.5 in 2017. We are also above the national average for acute trusts which is 72%.

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 our values, by displaying positive behaviours, high quality care and striving for continuous improvement and meaningful staff engagement to sustainably improve staff satisfaction at work.

Health and Well Being for Staff

The working environment of an acute Trust is demanding and can be pressurised, therefore promoting a culture of health in our organisation has never been more important. Our staff are our biggest asset, they are committed to patient care and their physical and emotional wellbeing is central to good organisational performance.

As a Trust it is important that we ensure staff are resilient in terms of being engaged, valued and supported. There is lots of evidence around to show that happy engaged staff leads to improved patient care and the patient experience.



Over the past 12 months we have promoted a range of opportunities for staff to learn more about our plans to improve and invest in their health and wellbeing. We have provided practical options for staff to participate in, with the emphasis of providing them with visible and tangible initiatives to highlight the importance the hospital places on the wellbeing of our staff – some of which are:

Live Life... Live Well



- 🍏 Mental health awareness workshops for staff and managers
- 🍏 Resilience training
- 🍏 Mindfulness, sleep and stress management workshops
- 🍏 Occupational health service including counselling, health checks and workplace immunisations
- 🍏 Critical incident support service to access after traumatic individual or team cases
- 🍏 Dedicated Twitter page to promote health and wellbeing awareness and events
- 🍏 Weekly in-house slimming group Mission: SlimPOSSIBLE which provides weight management advice and support for staff
- 🍏 Health and wellbeing awareness events for staff
- 🍏 Promotion of national awareness days including stop smoking day and world mental health day
- 🍏 Health and wellbeing prize draws
- 🍏 Under 500 calorie healthy menus in our restaurants
- 🍏 Staff picnic benches
- 🍏 Weekly choir practice
- 🍏 Weekly lunch time and evening ballroom/Latin dance classes in partnership with Top dance
- 🍏 Menopause workshop
- 🍏 Yoga sessions
- 🍏 Fast track physiotherapy service
- 🍏 Stop smoking cessation for staff
- 🍏 Cycle to work scheme
- 🍏 Improved and additional bike storage facilities
- 🍏 Discounted membership to on site Trilogy gym
- 🍏 Participation in Northamptonshire Sports Business Games
- 🍏 Participation in Workplace Challenge

Live Life... Live Well



Mental Health Awareness

Throughout 2018 MIND mental health awareness workshops have been held along with resilience training - delivered by Organisational Development. These workshops form part of an overall package, along with a range of initiatives to address the issues around inappropriate behaviour and bullying and makes up our Respect and Support campaign.

Over the past 12 months we have held 13 Managing Mental Health in the Workplace workshops, delivered by MIND to help managers learn how to recognise when a staff member is struggling, how they can support them and to equip managers with the skills they need to help them feel confident in having potentially difficult conversations with their staff.

To complement these workshops we have also held 7 Mental Health Awareness workshops for all staff delivered by MIND. The workshop aim is to raise awareness of mental health and to recognise the causes, symptoms and support options for a range of common and less-common mental health problems.

In total **240** staff members have attended a MIND Mental Health Awareness workshop and **185** managers have attended a MIND Managing Mental Health in the Workplace workshop during 2018.

In May *Wellbeing 4 You* drop in event for staff was held in the large hall of the post graduate medical centre to coincide with Mental Health Awareness week. The event included a free prize draw to win a spa day, health checks, Indian head massages, express mini facials, MIND advice and support, crystal healing, Solve It, Northants Police plus staff had an opportunity to make their own smoothie on a smoothie bike. **152** staff members attended. To complement the day 4 x 15 minute mindfulness sessions and a 1½hour resilience workshop were held.

Live Life... Live Well



Evaluation and Feedback

All health and wellbeing initiatives are subject to evaluation, using questionnaires and feedback forms at each event/initiative. The overall feedback from these evaluations has indicated a very positive response from staff. In addition we undertook a hospital-wide health and wellbeing survey during 2018.

Below is a snap shot of the 2018 health and wellbeing survey results compared to the first health and wellbeing survey from 2015.

91% of staff aware of positive action taken to promote health and wellbeing compared to 16% in 2015

40% of staff exercise 2-3 times a week compared to 32% in 2015

7% of staff drink alcohol 4 or more times a week compared with 11% in 2015

24% of staff never drink alcohol compared to 16% in 2015

7% of staff smoke compared to 13% in 2015



Live Life... Live Well



Health and Wellbeing @ NGH

Quotes from staff using our health and wellbeing initiatives:



"The first mental health awareness workshop here at NGH was the start of me really realising I need to look after myself, I'm no good to others if I'm not managing myself"



"I just wanted to say what a good training session the mental health workshop was. I think it was the fact that the trainer was so passionate about the subject. It was really well presented and very thought provoking"



"The more we can raise awareness the easier it will be for people to admit they have issues"

"We all get stressed at work and find it hard to deal with but the resilience workshop gave us some ideas of things you can have in place to help you cope and bounce back more effectively."



"Feel really good about working for NGH with its commitment to our health and wellbeing, loads of support for exactly when you need it. Plus fun things to do to keep a fit body and mind!"



"The staff who attend Mission: SlimPOSSIBLE are really supportive, and it's great talking to people who have the same struggles, we can then all support and motivate each other".



"Dancing has been amazing, it gets me energised and motivated"



"I just wanted to say, the yoga session was amazing, it was fast, but I was guessing we would learn to speed up! I felt really euphoric afterwards, I'm sure the mediation at the end helped that!"



Northampton General Hospital

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