



Equality, Diversity
& Inclusion

Equality, Diversity and Inclusion Annual Report

2022-2023



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If you require this document in an alternative language or format please contact the Trust's Equality, Diversity and Inclusion (EDI) Lead, Sharon Woma on 01793 604020, or by email on sharon.woma@nhs.net.

If you have any comments, suggestions or feedback about this document, please contact the EDI Lead, using the above telephone number or email address.

Legal Statement

This document sets out how we have met the legal duties set out in the Equality Act 2010 and the Health & Social Care Act 2022, and our obligations set out in the NHS Standard Contract 22/23 Service Condition 13 (SC13) – Equity of Access, Equality and Non-Discrimination. The report outlines the work undertaken to meet our commitment to improve healthcare and health and wellbeing for all, and reduce health inequalities for our patients, local population and workforce. We have also highlighted some of our broader equality, diversity and inclusion work that supports our objectives set out in the Trust’s Equality, Diversity & Inclusion (EDI) Strategy 2020-24. The EDI strategy will be refreshed in 2023/24, taking into account NHSE EDI Improvement plan (6 High impact actions) and will be aligned with the aims of the new Trust strategy which will be published in the New Year.

We have fulfilled our statutory and mandatory reporting requirements (see section two) of this report including Equality Delivery System (EDS2022), the Gender Pay Gap 2021/22, Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) reports 2022/23 and Accessible Information Standards.

Report Contributors

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- Helen Winter, Head of Insights and Learning
- Claire Warner, Deputy Chief People Officer
- Candace Wood, Head of PALS and Complaints
- Sharon Woma, Equality Diversity Inclusion (EDI) Lead

Message from Kevin McNamara

Chief Executive



This report sets out some of the progress we have made on equality, diversity and inclusion as an organisation this year.

There's lots we can be proud of, and one of my highlights of the year was in January when we welcomed our 400th internationally educated nurse to the organisation. We have four staff networks including the Armed Forces Network and more recently we were awarded the Gold Award in the Ministry of Defence's Employer Recognition Scheme.

This is the highest standard in the scheme, and was given in recognition of our commitment and work to support staff and patients who are reservists and veterans, forces families and other local people who have links to the Armed Forces. It reflects our commitment to being a forces-friendly organisation.

We have seen the percentage of our workforce identifying as being from ethnic minority backgrounds increase to 25%. While our Staff Survey results show that we are moving in the right direction, with improvements in many of the questions related to EDI, it is also clear that we still have work to do.

I was pleased to welcome Sharon Woma to the organisation as our EDI lead in January and under her leadership and guidance we will continue to implement our Equality, Diversity and Inclusion strategy in to our organisation and keep celebrating and championing diversity.

At Board level we are starting to be more representative of the communities we serve. Our Board is committed to continuing to challenge all forms of discrimination, to act as allies, and to support our staff networks to develop as strong a voice as possible and we have planned Board-level workshops in 2023-24 to develop our capability and thinking in this space.

In Swindon we continue to work to fulfil our responsibilities as an anchor organisation, looking to work with others to provide opportunities for people to improve their health and life chances.

NHS Cadets is one of the initiatives we have been involved with – this is a new programme, aimed at young people aged 14 to 18, to provide opportunities for them to explore roles in healthcare. Cadets are able to learn about life in healthcare through first-hand experience and hearing from inspiring professional speakers. They are also taught first aid skills, such as resuscitation. We are proud to be supporting NHS Cadets, including through offering facilities on the Great Western Hospital site for training sessions and inviting staff from across the organisation to share information about their roles.

Another initiative is Project Search, a programme which aims to support young adults with learning disabilities to develop their employability skills, obtain hands-on experience in the workplace, and receive support with securing paid employment after the programme. I was really pleased to welcome the newest cohort of students from New College Swindon who will be gaining work experience by undertaking rotational placements with Serco.

Along with openness, wellbeing and leadership, inclusion is one of the fundamental strands of our journey to create a Just and Learning Culture. Our leaders are integral to helping us do this, and in the first quarter of 2023-24 we launched our 12 Leadership Behaviours, one of which is EDI. We ask our leaders to:

- promote and encourage a culture which supports equality, diversity and inclusion and an environment where everyone can thrive
- challenge discrimination whenever they see it and support others to do the same
- recognise their role in reducing health inequalities by making their contribution to the Trust as an anchor institution
- advocate for the provision of health services for all where nobody is marginalised, excluded or left behind.

There is much we can be proud of in this report but the challenge we face is a large one, with every step forward serving as a reminder of how much further we have to go.

Finally, we ended the financial year 2022-23 with plans for the NHS' 75th birthday and the 75th Windrush anniversary which were celebrated July, and we saw the diversity of the NHS workforce really highlighted. This is something we should all be proud of.

Kevin McNamara

Chief Executive

Summary

Great Western Hospitals NHS Foundation Trust is committed to advancing equality, diversity and inclusion and our strategy is underpinned by the NHS Constitution's values: working together for patients, respect and dignity, commitment to quality of care, compassion, improving lives and everyone counts.

The Trust supports a diverse workforce who have different backgrounds, with differing perspectives and different ways of working. This diversity is key to our success and helps us to provide the best possible care for our patients and population.

We recognise our role and responsibility to provide equal opportunities and advance inclusion, to eliminate discrimination and to foster good relationships as an employer, provider, partner and anchor institution.

We want the Trust to be a great place to work, to attract the best talent, to deliver great patient care and value for money and we have an ambitious [Equality, Diversity & Inclusion Strategy](#) that supports this.

The EDI Strategy sets out our four objectives which has directed our work over the past four years. The objectives are:

- | | | | |
|---|--|---|-------------------------------------|
| 1 | Inclusive and compassionate leadership | 2 | Represented and supported workforce |
| 3 | Support our patients and communities to achieve better life outcomes | 4 | Let every voice be heard |

Our EDI strategy will be refreshed in 2024 and we look forward to working with our staff and stakeholders to create an EDI strategy that responds to the needs of the population and workforce and one that aligns with the Trust’s new organisation-wide strategy that will be published next year.

This report highlights a range of initiatives undertaken throughout the year April 2022 to March 2023 which responds to the EDI objectives, a few of these are highlighted in the table below and in the body of this report:

Objective	Initiative
Inclusive & Compassionate Leadership	<ul style="list-style-type: none"> Launched the ‘Our Great Way’ working group to embed Restorative Just & Learning Culture in our hire and retention processes. The Trust expanded access to the Scope for Growth Career Conversations to include Internationally Educated Nurses. Scope for Growth is an inclusive framework for supporting and developing talent across our organisation. Cultural Maturity Audit - The Trust was externally audited to evaluate its EDI performance. This has helped us to identify further opportunities to drive systemic change.
Represented & Supported Workforce	<ul style="list-style-type: none"> Improvements made to the recruitment process to attract a more diverse pool of candidates. Robust health and wellbeing programme made available for staff including support from Mental Health First Aiders and Wellbeing Champions. Stay & Thrive conversations take place to support retention of our internationally educated nursing staff. Appointment of International Medical Graduate Lead Appointment of SAS advocate
Support our Patients and Communities to achieve better life outcomes	<ul style="list-style-type: none"> Following last year’s EDI First Impressions Challenge, several improvements have been made to address issues raised including improvements to signage and upgrade of hearing loops. There is an ongoing estates programme to improve accessibility. The Trust has launched a supporting trans patients guide to guide staff in making informed decisions and hold sensitive conversations with our trans patients and staff training has been delivered in-house. Trust is part of Harbour Project for refugees – this includes the provision of sexual health guidance, advice and support. Launch of a Trust-wide Mental Capacity Act (MCA) competency programme for base wards Completion of a ‘Changing Places’ adaptable bathroom in the Urgent Care Centre and the paediatric ward in July 2022. Our volunteers have supported: <ul style="list-style-type: none"> Patients with 179 Outpatient Welcome Liaison Services (OWLS) appointments Pets as Therapy programme, which has 14 dogs and 6 miniature ponies who have visited 65 areas at the Trust Active Responder Programme – 130 volunteers, have attended 3241 shifts across the Hospital Tea trolley and book trolley services

Objective	Initiative
<p>Let every Voice be heard</p>	<ul style="list-style-type: none"> • Staff Networks have engaged with staff across the year to raise awareness about the groups they represent and celebrated key calendar dates including Women’s International Day and Black History Month. Network chairs sit on the EDI strategic group and can influence the EDI agenda. • Increased engagement with seldom heard and minority communities.

These initiatives support the Trust to meet its Public Sector Equality Duty, set out in the Equality Act 2010 – to eliminate discrimination, advance equality and foster relationships between different groups of people.

The report also highlights some of the work that will be undertaken in 2023-2024 and the action plan in the appendix responds to the EDI performance frameworks that we use to measure how inclusive our organisation is and the impact of our initiatives over time. The EDI work will benefit from new ways of working, including Improving Together, a change management approach which is being rolled out across the Trust and implemented in our EDI work. We are delighted to align our work with national plans to improve diversity and inclusion and to address inequalities in our workforce, the NHS EDI Improvement plan alongside other frameworks like Core20 Plus5 will also influence our work over the coming years. These plans will strengthen our work across the system and provide further opportunities to collaborate with our partners in this region. We also acknowledge the changing profile of our local population and workforce and our plans must be supportive of this. We recognise, as our workforce and patient population age and we see some communities with increasing levels of co-morbidity, we will also see a rise in demand for services and greater need for health and wellbeing support for our staff.

We have made progress across the Workforce Disability Equality Standard, the Equality Delivery System 2022 and the Gender Pay Gap Reporting, and there is marked improvement in the Workforce Race Equality Standard, we believe a national and local drive to address racial inequity has supported this improvement and a similar focus could result in improvements in our metrics that measure disability inclusion.

We recognise progress is impossible without the support of our staff including our staff networks who play a vital role in influencing and engaging staff by raising awareness, challenging systems, policy, practice and behaviour and acting as a voice for the staff groups they represent. Staff involvement is critical to our success; therefore, we are also introducing new initiatives to empower our staff to get more involved in the EDI agenda and to develop a greater sense of agency and influence.

Finally, we hope our readers find this report informative and engaging and we extend an invitation to all stakeholders to engage with this agenda.



Equality, Diversity
& Inclusion



Great Western Hospitals
NHS Foundation Trust



Part one: Introduction

Our STAR values

We are guided by clear values that our staff have helped to develop. The Star Values are at the heart of everything we do and underpin the way we work, treat each other, deliver care and make use of our resources. They underpin our organisational culture. Our values make us who we are and are integral to achieving our vision.

Service

We will put our customers first

- Communicate effectively
- Make customer care and safety our priority
- Listen to our patients and carers and act accordingly
- Be flexible to meet patient needs
- Demonstrate professionalism
- Take personal responsibility for the service you provide
- Take pride in our work



Teamwork

We will work together

- Treat everyone as equals
- Work effectively in partnership with others
- Appreciate different levels of responsibility
- Recognise diversity
- Be friendly and supportive
- Be reliable
- Be open to change
- Use resources effectively



Ambition

We will aspire to provide the best service

- Strive for excellence
- Act as a good role model
- Be creative and proactive
- Have a positive attitude
- Encourage others
- Recognise and celebrate achievement
- Reflect and improve from feedback



Respect

We will act with integrity

- Be open and honest whilst maintaining confidentiality
- Be an advocate for the Trust
- Demonstrate compassion and empathy
- Treat others with dignity
- Value everyone's contribution

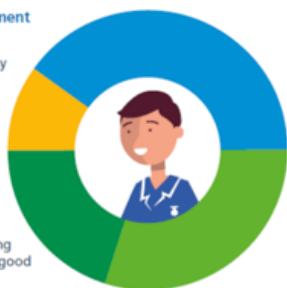


Our population

A snapshot of Swindon

Factors affecting health outcomes:

Our environment
10%
housing quality and our built environment



Social economic factors
40% education, employment, income, family/social support, community, safety

Health care
20% being able to access good quality care

Our behaviours
30% smoking, diet, alcohol use, poor sexual health

<p>On average, men in Swindon's most deprived areas live up to 14 years less, and women up to 12 less, than people in other areas of Swindon.</p>	<p>14,000 children live in poverty, with 42 percent living in the most deprived areas.</p>
<p>32,128 people (15.4 percent) are from a black or minority ethnic background, with significant differences between areas.</p>	<p>1 in 6 adults smoke and two thirds are overweight or obese.</p>

Key focus from Joint Strategic Needs Assessment (JSNA):

- Obesity/diabetes
- Frailty
- CVD
- Cancer
- Alcohol-related harm

Agreed Integrated Care Alliance workstreams:

- Building Capacity & Resilience
- Developing New Models of Care / Left Shift of Care
- Tackling Health Inequalities
- Strength Based Approach

<p>25% under 16</p> <ul style="list-style-type: none"> • 14,000 children live in poverty, 42% are located in the most deprived wards • 72 teenage pregnancies • 1 in 20 15 year olds smoke • 3.5 children (per 1,000) die under the age of 1 • Choking, suffocation, poisoning, burns and drowning most common cause of death in under 5s 	<p>59% 16 - 64</p> <ul style="list-style-type: none"> • 1/6 smoke • 2/3 of adults are overweight / obese • 421 hospital alcohol admissions • 17 substance misuse deaths 	<p>16% over 65</p> <ul style="list-style-type: none"> • 1/7 provide unpaid care • 7 in 10 have a long term condition • 1/3 over 65 and 1/2 over 80 fall at least once • 1/2 over 65 and almost 9 in 10 over 75 are socially isolate • 1/6 have dementia 	<ul style="list-style-type: none"> ▪ Deprivation is most severe in the education, skills and training measure where Swindon is the 47th most deprived out of 152 local authorities – the driver appears to be children and young people's indicators ▪ 1 in 8 people born outside of the UK and 2,296 report that they cannot speak English well or at all ▪ 860 have a moderate to severe learning disability
<p>22% of Swindon's population is retired</p>		<p>42% Growth in Swindon population from 2001 to 2031</p>	

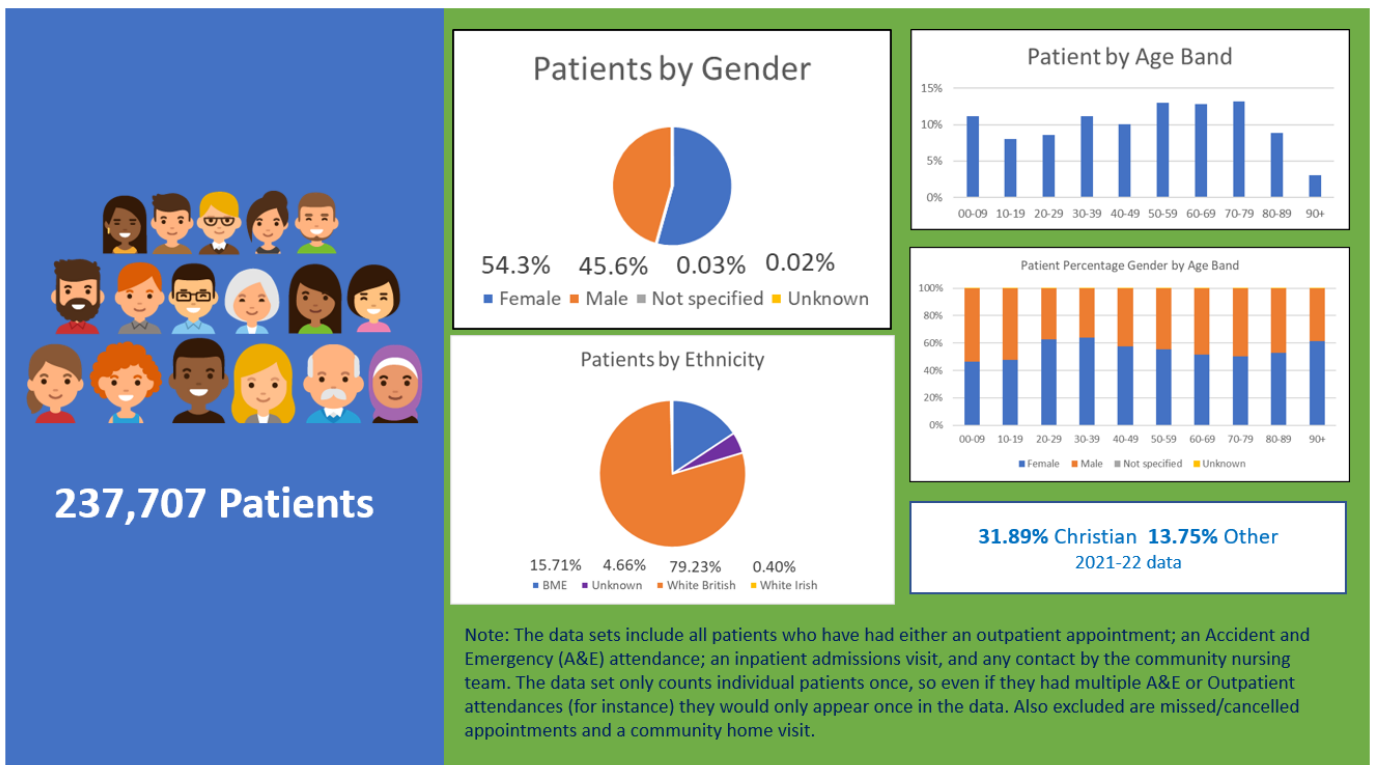
Together we are

Our patients

During the year 1 April 2022 to 31 March 2023 Great Western Hospital cared for 237,707 patients, from new-born babies to people aged 90 and over. Demographic information about these patients can be seen in the infographic below. The data represents all individuals who had contact with the Trust during the year. 129,093 (54.3%) patients were female and 108,488 (45.6%) male; 188,340 (79.2%) patients were White and 37,345 (15.7%) were from an ethnic minority background. The largest group of patients were in the age bands 70-79 years – 31,307 (13.2%) and 50-59 years – 31,035 (13.1%).

We know that the demographic profile of our region, Bath and Northeast Somerset, Swindon and Wiltshire (BSW) population is changing. According to the Office of National Statistics (ONS), this will grow from 947k to 1.1m over the next 15 years. An overall growth of around 6% - the number of people over 60 will grow by 35%, however our population numbers under 60 will remain unchanged. In addition, our data modelling also shows that in 10 years BSW will have 25,000 more people with frailty than we do today. An aging population and increase in frailty and people with multiple health conditions is likely to put increasing pressure on services in BSW over the coming decade.

Our patient demographic profile

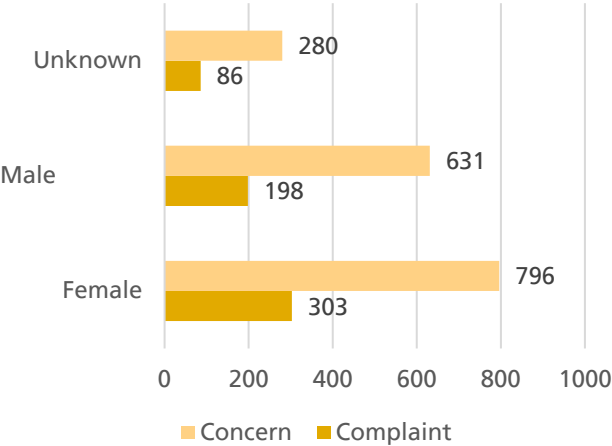


Note, at present we do not have access to the level of data that would indicate sexual orientation or disability. However, ethnicity, religion, gender and age range are recorded. The Trust has a commitment to improve data capture across all protected characteristics over time.

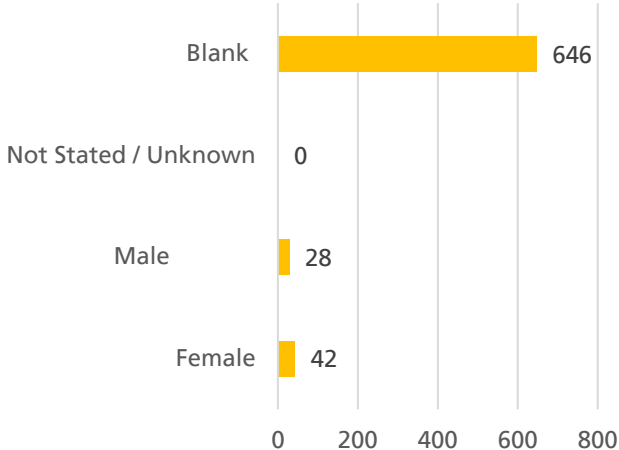
Complaints, concerns & compliments

Data on complaints and concerns by Sex (male and female) is aggregated, data on compliments appears below. All data is for the period April 2022 to March 2023. The unknown category includes 'not stated' and 'blank' fields.

Complaints & Concerns by Sex

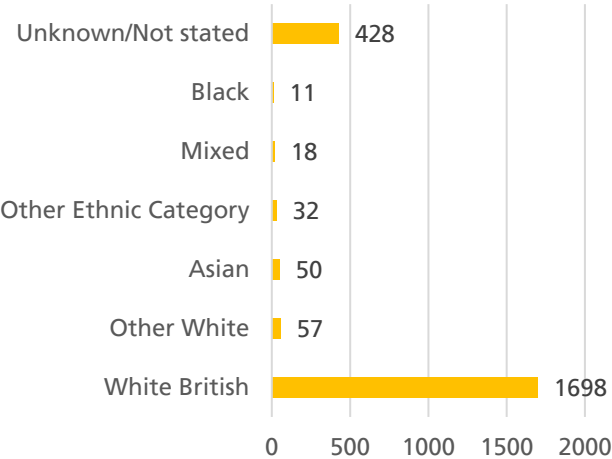


Compliment by Sex

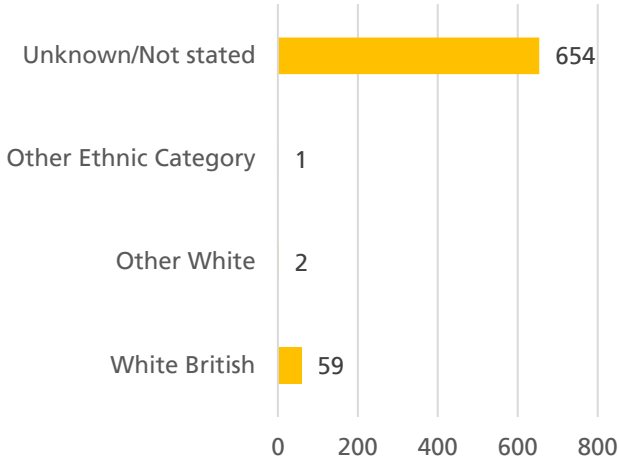


Data on complaints and concerns by Ethnicity is aggregated, data on compliments appears below. All data is for the period April 2022 to March 2023.

Complaints & Concerns by Ethnicity



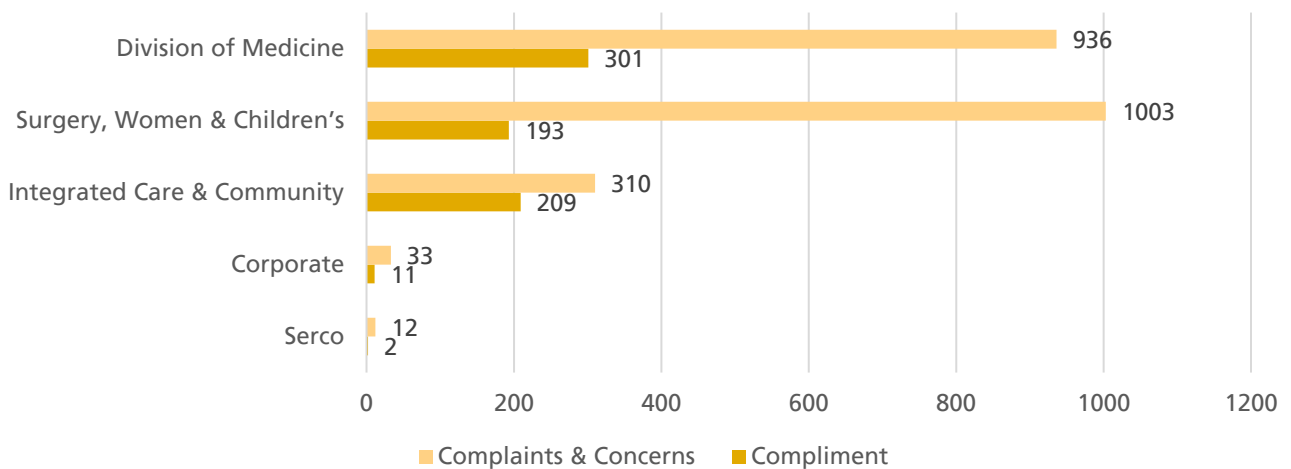
Compliments by Ethnicity



We stated last year that our new data system has enabled the Trust to gather more detailed information on protected characteristics including ethnicity and gender including being able to record complaints, concerns and compliments from transgender patients (no patients have declared they are transgender this year).

Our records show that the Division of Medicine and Surgery, Women & Children received the most complaints and concerns (936/ 40.8% and 1,003/ 43.7% respectively); and Division of Medicine and Integrated Care & Community received the most compliments (301/42.0% and 209/29.2% respectively). Note, the Division of Medicine and Surgery Women & Children will have more patient episodes or clinical interactions per year and as a result are more likely to have a larger share of complaints, concerns, or compliments than other divisions.

Complaints & Concerns and Compliments by Service



Delivering patient-centred care

Our Head of Patient Experience and Engagement, along with other colleagues across the organisation, are continuing to make improvements to patient care and to ensure that the voice of patients, families, carers, and the wider public are involved including those from seldom heard and minority groups.

Over the last year there has been significant progress made in terms of networking with a variety of diverse local communities by attending various community groups, venues, and events. We have focussed on building relationships and trust to facilitate further engagement and involvement in specific work as we move forward.

We continue to work closely with system and community partners including – Healthwatch, Voluntary Action Swindon, Livewell Swindon, Swindon Equality Coalition, Maternity and Neonatal Voices Partnership, Learning Disability Partnership Board, Disability Experts, Swindon Children’s and Young People’s Participation network, Swindon Special Educational Needs and Disabilities, New College Swindon, the Borough Council, local charities, and faith groups.

Involving patients, families, and carers in our work

We have encouraged public members to become involved in the work of the Trust and to increase the voice of patients in all aspects of our improvement work. This has included recruitment of Patient Safety Partners, the codesign of new projects, document review and writing and attendance at various committees across the Trust.

Examples of improvements include:

- Development of a guide for staff to support care of trans patients which involved service users input into the content of the document.
- Feedback from a local children’s disability action group led to the installation of a Changing Places facility in our new Urgent Treatment Centre and within the Children’s ward. These are fully accessible toilets and changing rooms and meet strict national accreditation standards.
- Following concerns and complaints, additional facilities have been implemented around the Trust to support the deaf community with the changes being agreed and supported by a deaf patient.
- Raising awareness of the importance of hydration in conjunction with a patient (patient partner).

Carers

Over the last year, we have made significant progress in our work to support carers who access our services. In July 2022 we launched our [Carers Charter](#) which articulates our commitment to carers and our aim to increase identification, work in partnership with and support and listen to their needs.

Following the launch, we have successfully reopened our Carers Café, which was halted due to COVID, and have recruited new volunteers to support information given in wards and departments. We have undertaken extensive consultation and involvement of carers, external partners, and carer organisations, to support the planned launch of our new Carer Support Passport, which will be made available in other languages and formats. The passport will support staff to recognise carers more quickly, allowing them to be involved in discussions about the patient's care where appropriate.

During Autumn 2022 we submitted a large volume of evidence to Carers Support Wiltshire in order to be assessed against their Carers Accreditation Standard for our Wren outpatient department. We were delighted to have been awarded gold accreditation, which demonstrates the commitment and work of the teams to make improvements in recognising, supporting and signposting carers and patients.

Our Carers Lead is currently working with Swindon Carers Centre and a new group set up to support young carers specifically. The engagement work will focus on understanding what is important to young carers when their cared for person is admitted to hospital, how we can better support them and will include coproduction (with children and young people) of a children's carers support passport.



There are also plans to launch new Carers ID cards to assist with identification and recognition of carers in ward areas. These will be available in each ward to issue along with the Carer Support Passport. We have worked with Swindon Carers Centre to introduce new Carers information leaflets in languages other than English and are now reviewing options to add these to our internal patient information portal.



EDI First Impressions Challenge

Following a review of our EDI First Impression Challenge last year, several improvements were made to address the issues raised.

These have included:

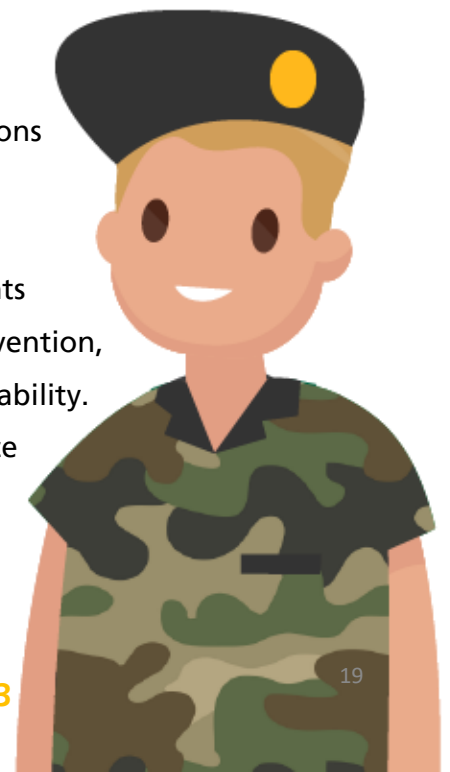
- Improvements in signage
- A focus on decluttering our corridors
- Review and upgrade of all hearing loop systems
- Installation of new hearing loop signage
- A new checking process of public accessible toilet call bells
- Removal of old COVID signage

An ongoing review of heavy doors is continuing with involvement of our fire experts, Health and Safety team, the hospital company and SERCO. A further fire assessment is required in order to agree which routes could have additional electronic mechanisms added to the doors in order to improve access for people using wheelchairs or who have mobility challenges.

Armed Forces

As a Veteran Aware organisation, we have continued to make improvements to ensure that our patients and staff with military connections are appropriately supported and do not face disadvantage. Joint external and Trust funding was obtained to implement a new Defence Medical Welfare Service with an on-site Welfare Officer to review patients with military connections and to facilitate support and signposting to additional services.

Over a 4-month period this resulted in 88 contacts and 45 patients being supported with aspects such as mental health, suicide prevention, financial support, housing, chronic pain and new or ongoing disability. Data is being gathered to demonstrate the benefits of the service in terms of patient experience but also in relation to bed days saved, potential admission avoidance and financial savings.



We have recently signed up to the Pride in Veterans Standard (PIVS) which has been introduced by the military charity, Fighting with Pride, and aims to support LGBTQ+ Veterans, serving personnel and their families. As Armed Forces lead the Head of Patient Experience and Engagement is working to ensure we can achieve the standard and make improvements in care and raise staff awareness where necessary.

Supporting Trans patients

Following significant consultation and involvement, a staff guide to Support Care of Trans Patients was ratified and is now available across the organisation. The guide has been successfully used as a resource to guide staff in making informed decisions and hold sensitive conversations with our patients. Awareness training has also taken place and we are continuing to work with BSW



Academy to facilitate ongoing training, awareness raising and access to support resources for staff.

Easy Read

The PALS team have implemented new software to be able to create a variety of documents in easy read format. These have included assessment flash cards which have been particularly useful in our front door services.

Meaningful Activity

As part of Learning Disability awareness raising, the Emergency Department implemented new 'Little Bags of Calm', which provide distraction resources for patients attending the department who have a Learning Disability or any cognitive impairment or sensory challenges. The bags contain an eye mask, ear plugs, fidget tools and a mindfulness colouring book.

New resources have also been purchased by Brighter Futures to support meaningful activity. Specially recruited volunteers are taking the new resource trollies around our wards to support patients. The trollies are laden with lots of items to stimulate patients, facilitate communication, and support physical and mental health.

Next steps

The Head of Patient Experience and Engagement will continue to develop networks with seldom heard groups, particularly with communities that we have not yet built clear connections with and to progress involvement of these communities in specific improvement work. The aim will be for us to continue:

- demonstrating our commitment to the EDI agenda and explaining the work that we are doing at the Trust
- understanding what is important to that particular community from a patient experience point of view and what considerations or adjustments that may be appropriate
- understanding any health inequalities for the community, why they may not access health care and explaining how outcomes could be improved
- make tangible improvements to our care and services because of the feedback and involvement.

Spotlight on our services

Interpreting and Translation

Our Interpreting and Translation Services have continued to develop and improve the provision. Within our Patient Advice and Liaison Service (PALS) we have introduced a new position with a focus on equality and diversity and this role will lead our interpreting and translating services along with other aspects of EDI work.

We continue to offer face-to-face, telephone, skype and Sign Live (British Sign Language - BSL) services to service users to ensure that they can be communicated with effectively. Our Patient Information Leaflets are available in all languages, formats, and easy read. We are currently reviewing options to implement new software to enable all leaflets to be available via a portal linked to our Trust webpage.

We have implemented new language prompt posters to support patients and staff to easily identify if the person is unable to speak English and may require an interpreter.

We have been working with our digital provider for patient outpatient communications to ensure that letters are automatically generated in alternate formats such as Braille when requested. This has been a challenging project, but we are committed to ensuring patients are able to receive information in the required format.

During 2022 we implemented a new functionality to our Sign Live system to enable deaf patients to contact the PALS team directly via an app with immediate connection to a BSL interpreter. This facility can aid them to resolve any general queries or gain the information they need but are unable to obtain by telephone. The PALS team have been working with our partners at The Gloucester Deaf Association to create a patient video to promote available services and they have also implemented Deaf Awareness cards, which were developed in conjunction with a deaf patient; the cards signal to staff that the carrier has hearing loss.

Sexual Health

The Consultant for Sexual Health and HIV, and the sexual health team see the highest percentage of non-white and LGBTQ+ patients in the Trust, they are always striving to be as welcoming as possible to all patient groups.

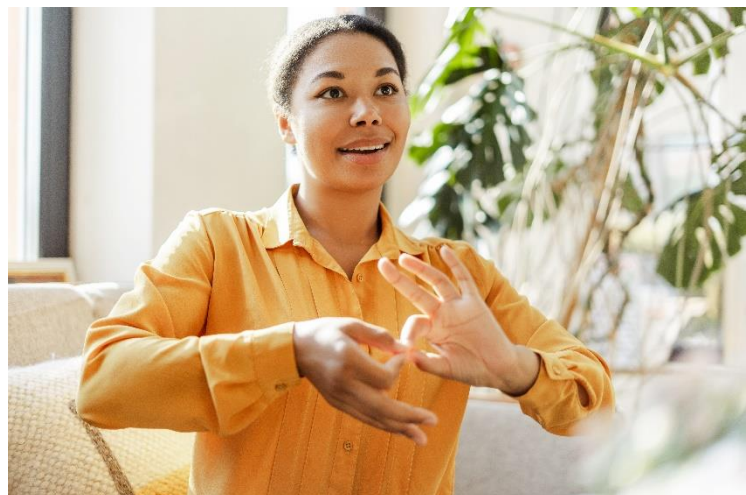
The Trust has supported refugees at the Harbour Project. A team provides women with advice about the menstrual cycle, contraception, sexual health and improving access to mainstream services. The clinic arranged a huge collection of sanitary products, which were provided to this group of female refugees living temporarily in Swindon hotels who are unable to afford the items.

The team also work with the Nelson Trust for vulnerable women and have a van that goes out every Thursday night to the street sex workers and women with addiction problems to provide food, clothing, contraception and STI screening and treatment and the sexual health outreach nurses work with some of the most vulnerable adolescents at risk of sexual exploitation and teenage pregnancy providing contraception in their homes and at school.

The Learning Disability (LD) Service

For a long time, people with learning disabilities and their advocates have been fighting for equality with the rest of the population. While progress has been made, there is still some way to go. People with learning disabilities are still affected by inequality of treatment in healthcare settings and can face barriers to accessing healthcare that people without learning disabilities do not. The Covid-19 Pandemic accentuated these difficulties.

The LD agenda remains a priority for the Trust, and there is a wide range of activities to support people with learning disabilities in our locality.



Principal among these is the Learning Disability Forum, which:

- Delivers an annual work and audit plan, to reduce inequality of access to healthcare
- The Trust has an established patient feedback programme with a local day service provider (OK4U) to ensure the patient is at the heart of all our service delivery and planning
- The forum includes those with lived experience of, and those who care for people with LD
- Is chaired by the Associate Director for Safeguarding and has a collaborative working model with multi-professional engagement from the acute site, community, service users, carers, community care providers, mental health providers and advocacy groups.

Key Achievements 2022 -2023

- Delivery of the annual workplan reflecting learning from National Report recommendations (Learning Disabilities Mortality Review, or LeDeR), local need (Swindon JNSA) and local intelligence data
- Employment of a Mental Capacity Act (MCA) and Liberty Protection Safeguards (LPS) lead and the launch of a Trust-wide MCA competency programme for base wards to ensure consent and mental capacity processes are legally robust
- System/partner agency collaboration: Trust attendance and contribution at the following Boards and meetings: Learning Disability Board, Partnership Board (LDPB), Autism Partnership Board, Suicide Prevention Group and Domestic Abuse Forum (DA and WAGV) and regional (LeDeR) mortality learning programme meetings
- The Trust lead for LD practice supported ED with a month-long focus in March 2023 on LD practice. ED focussed on staff education and introduced a series of measures that will support patients with LD to have a positive patient experience, and as a consequence, will increase concordance with care plans and reduce the risk of diagnostic overshadowing. The work was showcased in March at 'Grand Round' (Consultant governance meeting).

The team will deliver Learning Disability and Autism awareness training for newly recruited international staff from the summer of 2023.

Note, staff will be asked to complete Oliver McGowan Training in 2023-24 as a mandatory requirement, this is being developed collaboratively across the system. All staff will complete Tier 1 and patient facing staff Tier 2. The training is named after a young man whose death shone a light on the need for health and social care staff to have better skills, knowledge and understanding of the needs for autistic people and people with a learning disability.

Maternity & Neonatal Services

Our Maternity and Neonatal Services are taking steps to improve equity in access, experience and outcomes for marginalised and minoritized groups of our population and workforce. Equity means that all mothers and babies will achieve health outcomes that are as good as the groups with the best health outcomes.

In line with this, work is underway to develop an action plan that responds to internal reviews and national policy. Our commitment has included working across the region with system partners including the voluntary sector to identify what we are doing well and where improvements can be made (see Section Two: Equality Delivery System).

To date this has included:

- Monthly meetings with Maternity and Neonatal Voices Partnership (MNVP) team to monitor progress on our inclusion focused improvement plans and to ensure collaborative approaches to service provision adaptations are effectively implemented
- Continuing work with the PALS team to review patient documentation and improve accessibility of information for our pregnant population via the Trust webpage and to improve access to translation services
- Shared learning, for example, attendance at an education webinar on Refugees and Asylum Seekers in Pregnancy, hosted by Royal College of Midwives (RCM), and ensuring what we learn informs improvement initiatives for refugee families. Resources are shared widely across maternity services and other stakeholders, including Maternity and Neonatal Voices Partnership (MNVP)



- The maternity team are leading EDI discussions regarding education and training plans, development of cultural awareness clinical simulations and opportunities for continuous learning from incidents. This will include training that incorporates the voice of people with lived experience. In addition, the Local Maternity and Neonatal System has reported that funding will be available for Anti-Racism training for midwives, which will be rolled out in conjunction with Black Maternity Matters.

Chaplaincy Service

The Chaplaincy Service is religion-non-specific and denominationally neutral and offers generic spiritual and pastoral care to all patients and their carers, family and friends, staff and volunteers to help deal with the experiences of illness and injury, life and death and to process issues of personal meaning and purpose. Chaplains are trained and experienced in listening to and supporting people in difficult situations and offer a sensitive and discreet support. The team can also help with cultural and religious routines and rites of passage.

We have one whole time Lead, one whole time Team Chaplain and two part time Chaplains supported by four Honorary Chaplains and six chaplaincy volunteers from a range of social and religious backgrounds including an Imam, from Broad Street Mosque, a Roman Catholic Extraordinary Minister of Holy Communion, and a Pagan Priest of the Pagan Federation Hospital Ministry. Within the next 12 months we aim to recruit honorary chaplains from the Sikh and Hindu religions.

Our department is accredited by the Spiritual Healthcare Academy of Guy's and Thomas' Hospital Department of Spiritual Healthcare as a training placement and our MSc student chaplain for 2023/4 is Rev Francis Offeh who is an Assemblies of God Minister.

Our Roman Catholic Chaplaincy is provided by two Extraordinary Ministers of Holy Communion, one of whom is an Honorary Chaplain, and the Swindon RC Deanery which allocates a Priest to be on call 24/7. The Roman Catholic Diocese have provided prayer booklets for staff and families to use with end-of-life patients.

Local religious communities and faith groups supply the chaplaincy with a range of religious texts from the major world religions which is available for staff and patients. Within the Sanctuary room are artefacts from the Christian, Muslim, Sikh, Hindu, Buddhist and Jewish religions kept in bespoke cabinets which can be opened, or closed, as appropriate. In 2020 we were early adopters of virtual visiting technology using iPads and mobiles phones to assist families of patients unable to visit the hospital, and we have continued to use this technology to facilitate communication between patients, relatives and their religious leaders.

The emergency religious contacts list has again been approved by Swindon Interfaith Group and is available to all staff on the Chaplaincy intranet page. Our lead Chaplain is a member of the organising committee of the Swindon Interfaith Group.

Bibles and New Testaments and Psalms for patients and staff are provided by 'Good News for Everyone', the organisation that took over from Gideons International.

Accessible Information Standards

The [Accessible Information Standard](#) (AIS) applies to all NHS organisations; by applying the Standard, the Trust ensures that public information and communication with its staff and population is accessible. We are committed to following the principles of the AIS which requires a specific and consistent approach to identifying, recording, flagging and meeting people's information and communication support needs, where those needs relate to a disability or sensory loss. Our publications and reports can be made available in a number of formats upon request. Page 20-22 of this report highlights several initiatives that have improved access to information for disabled patients.

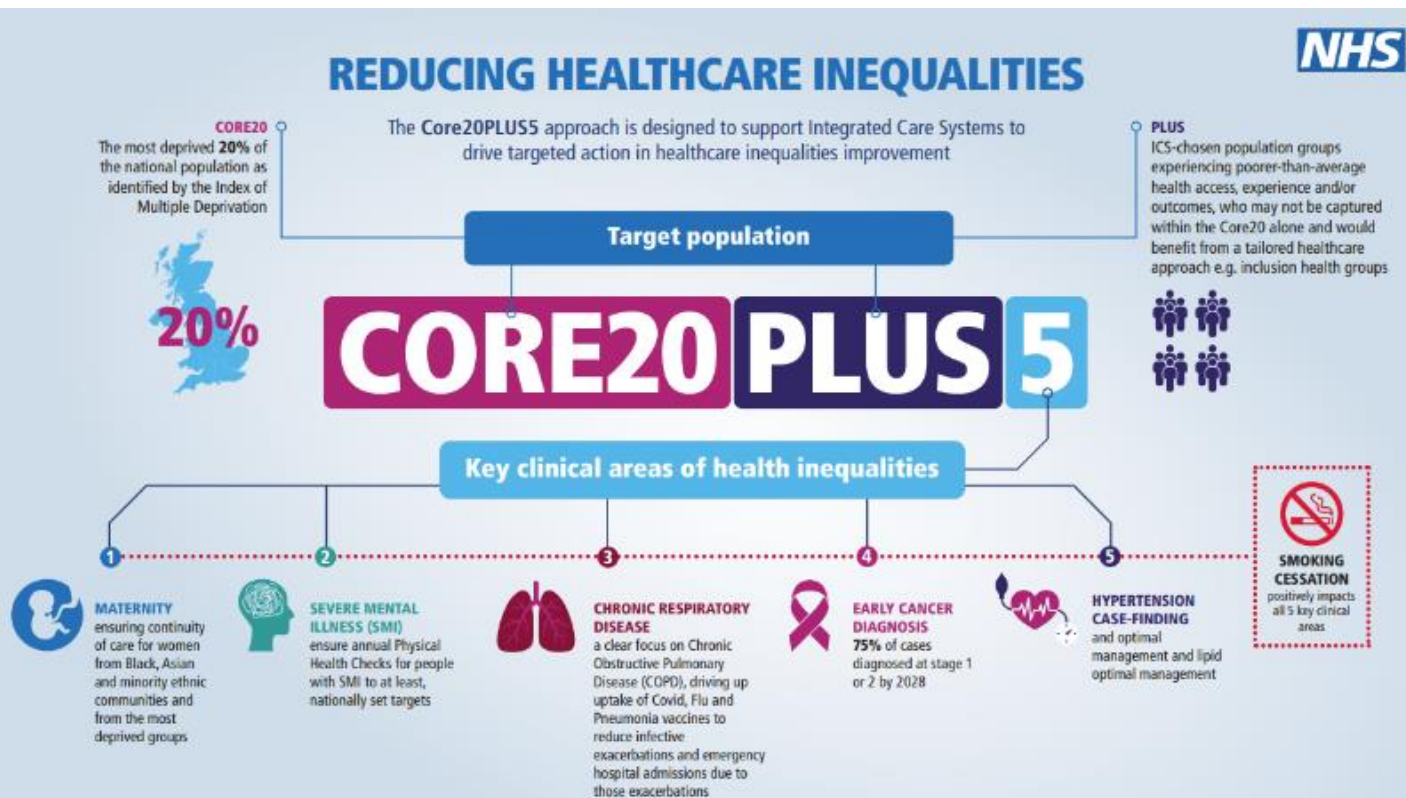
The Trust partners with its disabled staff network, the Differently Abled Network, to help raise awareness around accessibility issues. In May 2022, the Trust launched an Access Information Standards e-learning course which all staff can access. The training module takes staff through steps on how to communicate effectively with patients whilst being inclusive, to ensure that patients feel involved and empowered to make informed decisions about their care.

In 2022 a working group met to review AIS and identify opportunities to make improvements, although the group disbanded the Trust is keen to establish a new working group in 2024.

Health Inequalities

The NHS has adopted a national approach to tackling inequalities in healthcare. Inequalities are unfair differences relating to where we are born, live, work and age. The approach defines a target population – the ‘Core20PLUS’ – and identifies five clinical areas requiring accelerated improvement. The Trust has a local and system plan to tackle inequalities.

The Trust is working with Swindon Borough Council and different community groups to better understand the barriers to accessing healthcare and learn how we can ensure our services reach and benefit everyone and we formed a Health Inequalities Steering Group to have oversight of this work. The Health Inequalities Steering Group will merge with the Equality Diversity Inclusion strategic group in October 2023 and the combined groups will drive the inclusion and health inequalities agenda. This new group will be called the Inclusion and Health Inequalities Group.



We are committed to deliver against the following phases set out in the system plan:

Phase 1: To make inequality everyone’s business through awareness raising, training and engagement.

Phase 2: To tackle healthcare related inequalities.

Phase 3: To focus on prevention, social, economic and environmental factors (known as ‘wider determinants’).

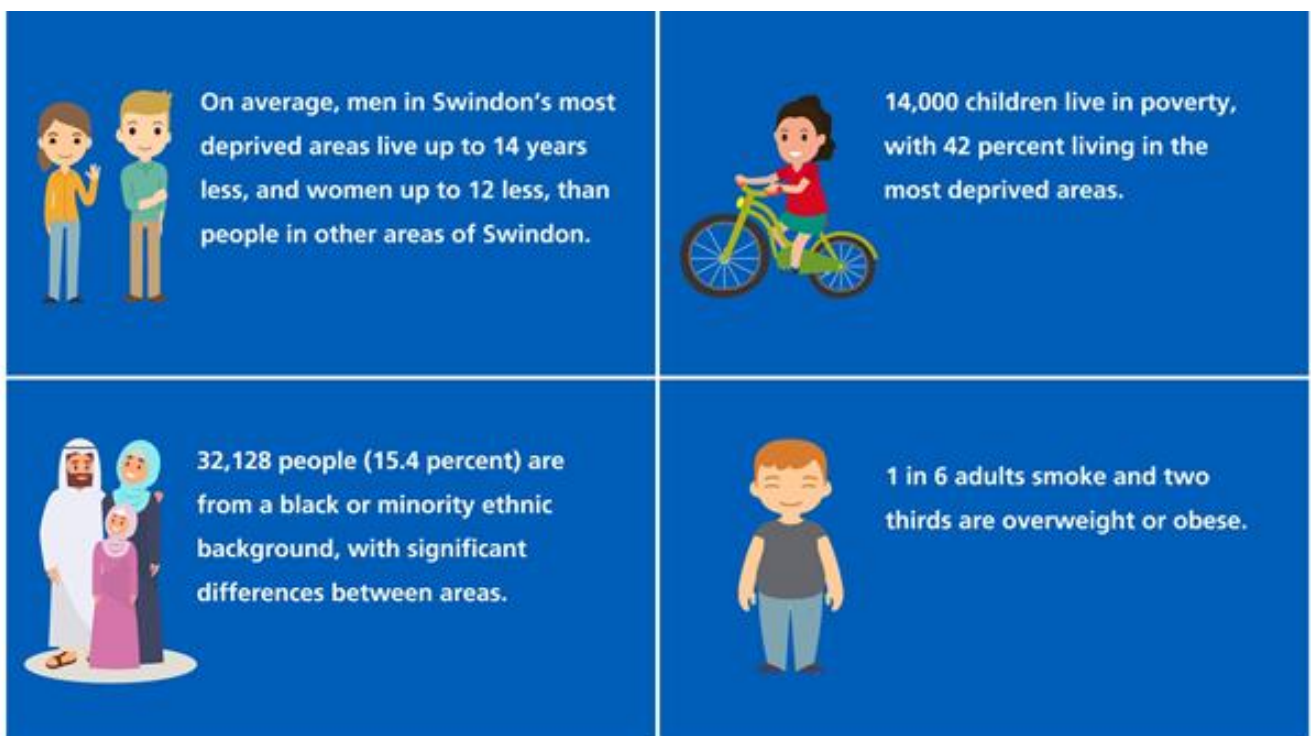
Our local plans will need to take account of the changing face of our BSW population where some groups of people or local areas might experience a higher prevalence of co-morbidities or health conditions like cancer.

Initiatives underway include:

<p>Changing Suits</p>	<p>The project is raising awareness of mental health within the South Asian community (SAC) and increases SAC engagement with local service providers. This is being done through SAC based events and support groups, which highlight the causes and impacts, diagnosis and treatment of mental health problems.</p>
<p>Kennet Furniture Refurbishment</p>	<p>Local support organisation to alleviate furniture poverty (including beds) for the most vulnerable households in Swindon.</p>
<p>Citizens Advice Swindon cost of living support & Live Well</p>	<p>Citizens Advice Lead will be based in Sanford House reception alongside the Live Well team supporting them to identify and provide debt, benefits, energy, or housing advice. The aim is to increase knowledge and shared expertise in identifying and providing solutions in relation to practical advice issues.</p>
<p>Public Health Inequalities Specialist Health</p>	<p>An Inequalities Projects co-ordination role is hosted in Swindon Borough, to provide support and lead on monitoring and evaluation of the eight inequalities projects.</p>
<p>Central Swindon North Parish Council - multiagency project</p>	<p>This is a 12-month pilot partnership project addressing food poverty provision in the Central Swindon North Parish area, supported by the Feeding Swindon Partnership Project officer (SBC) between Central Swindon North Parish, the Salvation Army, Nightshelter, Renew CIC, Stepping Stones (Gorsehill Baptist Church), Penhill Community Café and FoodCycle.</p>

In addition to the initiatives identified in the table, the Trust made a notable commitment to maintain its Continuity of Care programme for women and pregnant people from ethnic minority and deprived socio-economic backgrounds (see Core20Plus5 diagram). Although this is no longer a national requirement, the Trust has continued to provide a team to maintain this service. The term “continuity of carer” means people will have the same midwife or clinical team throughout the three phases of their maternity journey – pregnancy, birth and post-natal care.

As a large organisation, deeply rooted in the local community, we have an opportunity to maximise our impact on the health and wellbeing of local people, reducing health inequalities and improving the life chances of the most disadvantaged people in Swindon. Our health inequalities initiatives extend beyond meeting patient needs and we recognise our role as an employer (see anchor institution section below), procurer and our impact on the environment.



Our people

The Trust is proud of its staff, they work extremely hard to care for our patients in challenging circumstances. External awards like the 2022 NHS Parliamentary Award (Midwifery Category) and our own Staff Excellence Awards are a testament to the hard work, dedication, commitment and pride we witness every day from our staff. Our People continue to face work pressures as we seek to recover services post-pandemic and tackle increased service demand and we are thankful for their sacrifice and contribution to achieving our vision: to deliver joined up services for local people at home, in the community and in the hospital helping them to lead independent and healthier lives.



The Trust employed 5,679 staff as at 31 March 2023.

- Most of our staff are female (female 4,673 (82.29%) and male 1,006 (17.71%)).
 - 4,298 staff (75.68%) are non-disabled and 170 (2.99%) are disabled. We know not all disabled staff have shared this information and the number of disabled staff, including those living with long-term health conditions is much larger.
 - 3,837 staff (67.56%) are White and 1,359 (25.94%) Ethnic Minority and 'Other'.
 - 50 staff (0.88%) are Bisexual, 3,686 (64.91%) are heterosexual and 79 (1.39%) Gay or Lesbian.
 - 2,312 staff (40.71%) are Christian, 742 (13.07%) are other faiths/beliefs and 772 (13.59%) have no religion or belief.
 - The largest age bracket is 31-35 years old, 886 staff (15.6%) are in this age group; 436 staff (7.68%) are under 25 and 96 staff (1.69%) are over 65.
 - 1,084 staff (19.09%) are employed in admin and clerical roles, 2,868 (50.50%) in nursing roles (including unregistered nurses) and 692 staff (12.19%) in medical and dental roles.
- The infographic below highlights the diversity in our workforce.

Our people demographic profile

Number of staff
5,679

Full-time staff
3,216 (57%)

Part-time staff
2,463 (43%)



2.99% 75.68% 21.32%

■ Disabled ■ Non-disabled ■ Unknown

Ethnicity



67.56% 23.93% 8.51%

■ White ■ BME ■ Undefined

Sex



82.29% 17.71%

■ Female ■ Male

Sexual Orientation



2.27% 0.25% 64.91% 32.58%

■ LGBT ■ Other ■ Hetero ■ Unknown

Our Workforce by Age

Age	No of Staff	Percentage	Age	No of Staff	Percentage
<=20 Years	76	1.34%	46-50	656	11.55%
21-25	360	6.34%	51-55	641	11.29%
26-30	716	12.61%	56-60	563	9.91%
31-35	886	15.60%	61-65	317	5.58%
36-40	749	13.19%	66-70	67	1.18%
41-45	619	10.90%	71+ Years	29	0.51%

Our Workforce by Religion or Belief

Atheism	772	13.59%
Buddhism	48	0.85%
Christianity	2,312	40.71%
Hinduism	187	3.29%
I do not wish to disclose my religion/belief	1,853	32.63%
Islam	107	1.88%
Judaism	3	0.05%
Other	371	6.53%
Sikhism	26	0.46%

By Staff Group

Admin and Clerical	1,084	Registered Nursing and Midwifery	1,827
Allied Health Professionals	505	Scientific, Therapeutic & Technical	384
Medical and Dental	692	Unregistered Nursing and Midwifery	1,041
Non-Clinical Support	146	Grand Total	5,679

We are an Equal Opportunities Employer, and a Disability Confident employer and our commitment to armed services personnel, veterans and their families also extends to providing employment.

Volunteers

Volunteers make a real difference to the experience of our patients and visitors by helping in some of the following ways:

- Supporting patients with practical tasks, such as making mealtimes more sociable, helping patients to keep moving, listening to experiences, helping people to speak up or by providing social interaction.
- Helping visitors by providing a warm welcome, giving directions and assistance with finding their way around the hospital and by providing or signposting to further information.
- Supporting our staff by helping with occasional administrative tasks or making sure information for patients is readily available.

The Trust had 395 Volunteers as at 31 March 2023 and we have over 100 potential volunteers in the recruitment process. Like our paid workforce, our volunteers are also diverse. The infographics below show the demographic make-up of our volunteers.

395 Volunteers

Age			
<=20	137	46-50	15
21-25	72	51-55	20
26-30	14	56-60	20
31-35	10	61-65	33
36-40	15	66-70	33
41-45	14	70+	15

Sex	
291 (74%)	Female
104 (26%)	Male

Ethnicity	
98	BME
44	Unknown
253	White

Disability	
31	Yes
321	No
43	Unknown

Sexual Orientation	
5	Bisexual
5	Gay or Lesbian
236	Heterosexual or Straight
2	Other (not listed)
3	Undecided
144	Not Stated

Religion & Belief	
40	Atheism
130	Christianity
58	Other religion/belief
167	Unknown

- The largest group of volunteers is in the 'under 20 years' age range, this represents 35% of the volunteers (137 people), followed by the 21-25 age group, 18% (72 people).
- 291 (74%) volunteers are female, and 104 (26%) male, the percentage of male volunteers is larger when compared to the make-up of paid staff (82% female and 18% male).
- 236 (60%) volunteers are heterosexual, 22 (5%) Lesbian and Gay and 26 (6%) Bisexual.
- 253 (64%) volunteers are White and 98 (25%) are from ethnic minority backgrounds.
- 321 (81%) volunteers are non-disabled and 31 (8%) have a disability or are living with a long-term health condition.
- 130 volunteers (33%) are Christian, 58 (15%) practice other religions or beliefs and 40 (10%) practice no religion or belief.

Volunteer achievements



We are keen to continue to diversify our workforce and our action plan (see appendix) will support our ambition to have a diverse representative workforce at every level of the organisation and to ensure that we attract the best talent when we recruit staff.

Attracting and retaining talent

Our Recruitment department has improved our marketing to help us to increase the candidate pool. This has helped the Trust to attract more talent from minoritized backgrounds. Enhancements have included more use of social media to promote roles and we use diverse images of staff, rather than stock photos in our adverts. The Trust has implemented a Fresh Eyes survey, which provides valuable insights into the recruitment process from new starters and this information is used to improve the process. Improvements are also informed by data we collect from staff that highlight their experience. In 2023/24 the Trust will audit the end-to-end recruitment life cycle and equality, diversity and inclusion will be taken into account during this process.

Retention is just as important as recruitment. We are working with line managers to help them to provide a great candidate and new starter experience and we have improved our induction day. We are also taking steps to increase the uptake of our offer of health and wellbeing services and we will support our line managers to effectively manage talent through training, provide resources and advice and guidance and we are improving talent development related programmes to ensure our staff who want to progress can access development and coaching opportunities to help them move towards their career goals.



The Trust also has a Stay & Thrive programme of work to support our internationally educated nursing staff. This includes support to find initial accommodation, settle into life in Swindon, onboarding and pastoral care (including ward mentors, buddies and drop-in sessions) and professional development; and we offer a range of learning opportunities for all staff including functional maths and English skills training before and after office hours for staff who do not hold a maths qualification, which may help some staff apply for apprenticeships where they currently cannot.

We continue to deliver against the [NHS People Plan](#) which was launched in July 2020. This plan includes our People Promise which outlines behaviours and actions staff can expect from leaders and colleagues (see NHS Staff Survey section in Part Two).

Inclusive Leadership

The Trust supports its leaders and managers at all levels of the organisation to understand the importance and role of equality, diversity and inclusion in delivering equitable healthcare and creating a positive culture, this includes equipping them to be able to hold culturally sensitive and empathetic conversations with staff, enabling them to recognise bias and to make decisions that lead to equitable access to services for our patients.

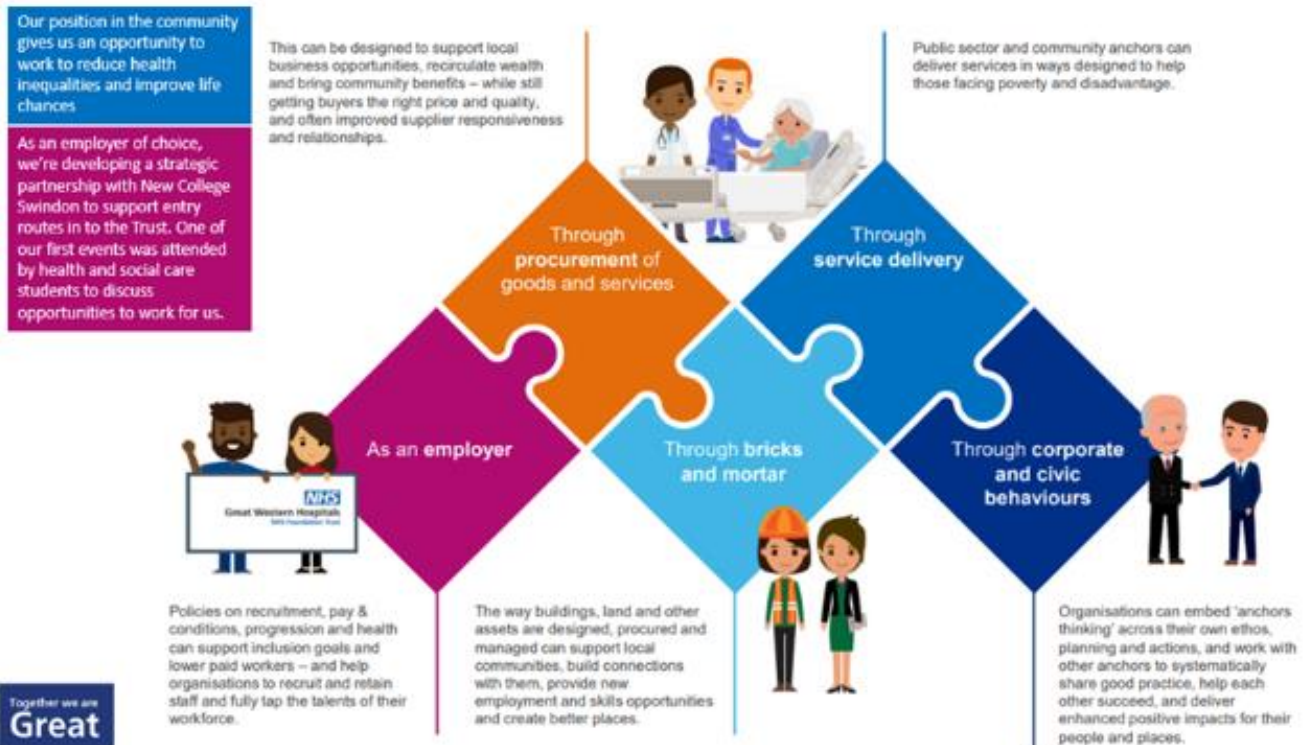
EDI has been embedded in the leadership programmes delivered by the Trust and you can read more about this in the Equality Diversity Inclusion training section of this report. Staff will have the opportunity to get more involved in this work through the Allyship programme that will be launched in September 2023.

We are an Anchor Institution

The impact the NHS has on people’s health extends well beyond its role as a provider of treatment and care. As large employers, purchasers, and capital asset holders, health care organisations are well positioned to use their spending power and resources to address the adverse social, economic and environmental factors that widen inequalities and contribute to poor health.

We have worked with local partners in several ways to address the social determinants of health, these are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. Our Early Years Career Advisor has more to say about widening participation below.

The five areas where we can make a difference as an anchor institution



Widening participation

As an anchor institution (one whose long-term sustainability is tied to the wellbeing of our local community), we seek to improve and increase entry routes for staff from diverse backgrounds, to facilitate better access to development and career opportunities. Current projects include:

Scoping and creating opportunities to raise the aspirations of children and young people through work experience, informed presentations, and outreach activities by creating a strong network within schools, colleges, and other providers within our local community.

Supporting Local Authorities in their role as corporate guardians, to secure the best outcomes for looked after and young people.

Supporting and exploring projects that examine routes into employment and training, making a positive impact on local communities. For example, the NHS Cadet Scheme, supporting schools with ASDAN students' programmes, and colleges with T-Level placements. 10% of young people included in our outreach programme are from our local ethnic minority communities. We also work closely with our local SEND providers.

The Early Years Careers Service (EYCS) aims to attract diverse students through multiple routes, such as the school careers advisory service, local council careers hubs and social media outlets. Our data shows that 30% of our virtual work experience programme intake identify as Black, Asian, and Minority Ethnic (BAME), and our programmes are tailored more widely to meet diverse student interests, needs and academic abilities.

Jackie Fawcett is our Early Years Careers Advisor, Early Years Career Service.



Staff networks

The Trust has four staff networks who represent minoritized groups of staff.

These include:

- Differently Abled Network who represent the interest of disabled staff
- LGBTQ+ Network who represent the interest of our lesbian, gay, bisexual, transgender and queer plus staff.
- Race Equality Network who represent the interest of ethnic minority staff
- Armed Forces Network, although armed services personnel and veterans are not a protected characteristic, the Trust recognises the unique challenges they face.

Staff networks play an important role in the life of the Trust. Our staff networks are part of the Equality Diversity Inclusion Group, which is a strategic group that oversees the EDI agenda and the progress we are making. The networks also act as supportive spaces for their members and they welcome allies (who might not share the same protected characteristics as the beneficiaries of the network) who help to deliver various initiatives including engagement and workshops.

During the course of the year they lead on a range of events to mark key EDI calendar dates including International Women's Day, Pride, Disability Awareness Month and Black History Month.

Other staff groups include Mental Health First Aiders, Health & Wellbeing Champions, the Employee Partnership Forum, and social committees or groups who organise events like the Great West Fest and Staff Awards.

Staff engagement

[Improving Together](#) is an evidence-based way of working which can be used by any team, creating an open and collaborative culture, giving everyone a voice and empowering everyone to be more proactive. Improving Together recognises the need to identify the critical few initiatives that will have the biggest impact, by taking an ‘inch wide, mile deep’ approach we are able to identify a single area of work and address it systemically.

The Trust is rolling out the Improving Together methodology across the organisation, during 2022-2023 our focus question ‘I am able to make improvements happen in my area of work’ has given staff across the organisation more agency to influence change. The Trust has seen an improvement in this staff survey question which has increased from 49% to 52% of staff stating they feel able to make improvements to their area of work.

The change methodology has also provided opportunities for equality, diversity and inclusion. In response to our NHS Staff Survey results (see section two) we will have an organisation-wide focus (a Pillar Metric) on discrimination. Between March and July we undertook engagement with staff including hosting workshops and visiting Wards to understand their experiences and to provide an opportunity for staff to inform the initiatives that are developed to address discrimination. The Trust launched an Allyship programme in Sep 2023 which gives staff an opportunity to become EDI change agents in their area of work.

Our focus question saw an increase from 49% in 2021 to 52% in 2022

52%

As staff engage with the Improving Together training and build skills around using the tools, we anticipate more teams and departments will use the methodology to improve inclusion in their area of work. The Academy, the Trust’s education centre, is one such department and they will implement an Improving Together initiative in 2023-24 to increase accessibility for disabled staff, including staff who are neuro atypical. The Trust is keen to improve inclusion for our disabled staff (see WDES update in section two) and patients, we recognise the social model of disability and understand that our systems, processes, policy, physical spaces and behaviours can act as a barrier for disabled people to fully participate, the Academy project will be a positive step in the right direction and provide learning for the rest of the Trust.

Let every voice be heard

Employee listening is instrumental in creating an inclusive working environment for staff and to reducing health inequalities for our population. Our staff are experts by experience (professional experience and personal or lived experience as patients and community members) and bring rich insights to the table which the Trust can harness to transform how we care for patients and how we work together. Employee listening can be described as gaining a solid understanding of how our staff feel and what they encounter in their daily interactions in the workplace with staff and patients. We provide a range of mechanisms to enable our staff voices to be heard.

Equity Data Walk

An equity data walk is designed to enable stakeholders to learn about and discuss data around a given topic. We launched an Equity Data Walk in February 2023 in response to our NHS Staff Survey findings, 6.3% of White staff and 19.8% of Ethnic Minority staff stated they have experienced discrimination from another colleague. To reduce the likelihood of staff experiencing discrimination the Trust engaged with staff over several weeks, this included workshops and visiting several wards to hear about their lived experience and to enable staff to influence the initiatives that the Trust will roll out to tackle poor behaviour. The Trust is also committed to addressing discrimination from patients and the public.

Restorative Just and Learning Culture

To support our efforts to address workforce inequalities, the Trust has adopted the Restorative Just and Learning Culture (RJLC) approach, which moves away from punitive behaviour. RJLC recognises when harm is done and seeks to address this, learn from the experience and move towards reconciliation. This philosophy and way of working is being piloted in three areas of the Trust before further roll out. A programme of engagement and training will help to socialise RJLC and embed its practice in the organisation over time and we are planning to deliver the national RJLC tool across the organisation at the end November 2023.

Celebrating diversity

The Trust's communications team are pivotal to EDI engagement. They help to deliver key messages and influence behavioural change. Throughout the year Communications promote celebrations, raise awareness across a range of issues and highlight the importance of creating accessible services, this included marking Deaf Awareness Week. Our first podcast of the new edition featured two of our international nurses – [listen to the podcast](#).

The Big Coffee Break

Working collaboratively and sharing good practice is one way the Trust is improving our EDI performance. We work with partners in the BSW system to deliver joint programmes of work and our staff network with EDI practitioners across the UK to identify best practice, share learning and resources. Since Jan 2023 the Trust hosted the Big Coffee Break, founded by our EDI Lead. The network meets 3-4 times a year and has a focus on addressing inequalities.



Equality Diversity Inclusion Training

Statutory mandatory EDI-related training is delivered through our e-learning platform. The training introduces staff to key terminology and helps them to understand our collective and individual responsibility to advance inclusion and to eliminate discrimination. The training will be updated to help staff to understand our requirements under the Human Rights Act and the Armed Forces Act. 2,151 staff completed the training between Apr 22 and Mar 23.









The Trust's EDI Lead and EDI Lead Nurse host a range of workshops to help staff develop their cultural competence, including sessions on the Trust's leadership development programmes and workshops for our Internationally Educated Nurses.

We provide opportunities for all our staff to develop, specifically targeting staff from minoritized groups where participation has previously been low. This includes:

- **Career conversation (Scope for Growth)** – Scope for Growth is an inclusive framework for supporting and developing talent across our organisation. Training has been offered to Internationally Educated Nurses and Black, Asian and Minority Ethnic colleagues with several conversations now taking place. We have recently recruited two new Scope for Growth facilitators to represent Black, Asian and Minority Ethnic colleagues to further improve engagement and empower staff to feel valued.
- **Individual career coaching conversations** – We offer internal and external coaching for staff. Coaching can often help to improve an individual's performance and may be instrumental in them applying for a future role. This may help them to apply for a role that enables them to move to a higher grade.
- **Internal Leadership Programmes** – In 22/23 the Trust continued to provide internal leadership opportunities for Bands 4-8a which includes awareness sessions relating to EDI, delivered by experts from across the Trust. In addition, we have supported ten individuals from ethnic minority backgrounds, Internationally Educated Nurses and the Allied Health Professionals programme to complete the Aspiring Leaders Programme.
- **External Leadership programmes** – The Trust supports individuals to release their potential and develop their knowledge, skills and behaviours in leadership and management through the signposting and promotion of external opportunities including programmes at Masters level.

Health and Wellbeing

Our staff are our most valuable asset and their health and wellbeing are essential to them being able to deliver a great service. We provide a range of opportunities for our staff to access services to support their physical and mental health. We provide several routes to access health and wellbeing support and staff can receive external support. You can read more about our approach to health and wellbeing in the Trust's [Health & Wellbeing Plan 2021-25](#). Key achievements are highlighted below:

	Top performer in the Southwest and 8 th nationally for flu vaccine compliance		416 individual physical health checks attended
	4,119 occupational health appointments attended		115 staff trained in Mental Health First Aid
	1,328 psychological group-based clinical contacts made		51 staff trained to be Suicide First Aiders
	761 individual counselling and psychology appointments attended		73 staff trained in Health and Wellbeing conversations

Freedom to Speak Up

We aim to ensure everyone working within the Trust feels safe and confident to speak up. When a concern feels serious because it might affect patients, people receiving care, colleagues or the whole organisation, it can be difficult to know what to do, therefore having someone to turn to is important to our staff and leadership.

The Trust has seven Freedom to Speak Up Guardians (FTSU). The Guardians listen to staff concerns, support them and agree the best way forward for their concerns. The role is an important one, when staff feel unable to speak up, it can lead to high levels of risk for patient safety and can damage the culture and reputation of the organisation.

We recognise the importance of learning from other organisations and the Trust will facilitate learning from the Lucy Letby case in 2023-24 and adopt recommendations from subsequent enquiries.

Looking Ahead 2023 – 2024

The Equality Diversity Inclusion Annual report 2022-2023 highlights numerous initiatives and provisions that support the Trust to provide inclusive services and to foster a culture that is welcoming to a diverse workforce and volunteers, including our internationally educated staff. We value and strive to have a workforce that is representative of our patients and local population and we continue to develop recruitment initiatives to make progress in this area, the increase in ethnic minority staff, internationally educated staff and disabled staff is a testament to improvements in this area. We value our staff and their wellbeing and we are proud of our health and wellbeing offer and the work of our staff networks, Freedom to Speak Up Guardians, Union Representatives and other support groups who help us to create a healthy working environment. We have also showcased numerous projects that have led to better patient care and improved access to our services. We know there is room for improvement and this is highlighted in our EDI performance reports in the following section.

We have a robust and ambitious EDI strategy that takes us up to 2024, the strategy sets out our four EDI objectives which have governed the work we have undertaken over the past year and continues to provide cohesive direction across the Trust for the coming year. Over the next few months, the Trust is engaging with staff to inform the new Trust strategy and our refreshed EDI strategy will align with the Trust priorities and objectives.

There is a strong business case for equality, diversity and inclusion and we want to capitalise on this. A diverse and inclusive organisation is known to improve performance, staff health and wellbeing, recruitment and retention and ultimately leads to better patient outcomes. We are excited about the transformative potential that opportunities like the Improving Together methodology and Restorative Just and Learning Culture approaches will provide to improve staff experience and reduce health inequalities in the workforce and for our patients.

Our action plan for 2023-2024 is ambitious and recognises the need to respond to national priorities like the NHS EDI Improvement Plan as we continue to address inequalities and we are confident that this plan will have a positive impact for the organisation. We are also keen to see cultural transformation take place and we believe we are more likely to achieve this if

we prioritise a few initiatives in the action plan that will have the greatest impact, these are:

Building an allyship programme

We recognise if we are to make significant progress in any area of this work, we must call on our staff across the Trust to actively work with their teams to address inequities and discrimination. Inclusion must be everyone's business. We will empower our staff to become change agents through initiatives like the Allyship programme that will include Inclusion Recruitment Champions and Cultural Ambassadors and we will widen our offer of development and support over the winter period by offering training, creating psychologically safe spaces for staff to meet to talk about their experience and to shape ideas.

Addressing discrimination

The Trust has an organisation-wide focus on addressing discrimination in all its forms, when we engaged with staff they told us they are more likely to experience covert forms of discrimination like microaggressions or experience incivility. By addressing unprofessional behaviours in all its forms we will improve the working life experience of our ethnic minority and disabled staff who disproportionately experience these behaviours, alongside improving the experience of all staff.

Equal opportunities – Taking Action on the Gender Pay Gap

We will engage with female staff to understand perceptions and experience of equal opportunities in the Trust, particularly for medical and dental staff. This will help us to target any specific issues.

Improving Together is about all of us, and we invite our staff, leadership, governors, volunteers, and stakeholders to partner with the Trust to deliver this work successfully.

If you would like to know how you can get involved contact our EDI Lead, Sharon Woma, sharon.woma@nhs.net.



Equality, Diversity
& Inclusion



Great Western Hospitals
NHS Foundation Trust



Part two: Our performance

Our performance

The Trust is committed to improving the experience and outcomes of its staff and population and we monitor EDI performance to ensure that we are making progress against our action plans and that initiatives have a positive impact. We are also able to benchmark ourselves against other organisations and be transparent about our progress. The Trust uses a combination of quantitative and qualitative data to measure progress towards embedding equality, diversity and inclusion which are highlighted below.

NHS Staff Survey

The Trust undertakes an annual survey every year and we invite all staff to take part. We are proud to say that we have seen improvements in 33 questions this year, compared to zero in 2021, and we scored above the sector benchmark on 16 questions, compared with just five in 2021. Our core strengths include supporting flexible working and the positive action we are taking on health and wellbeing, staff also felt respected at work and enjoy working with colleagues. Our areas for improvement include managing work pressures and advocacy. The NHS Staff Survey publication can be accessed [here](#).

The 2022 NHS Staff Survey is in line with the People Promise, which is the NHS's commitment to its workforce. The staff survey tracks progress towards the seven elements of the People Promise, as well as measuring morale and staff engagement.

We are safe and healthy



5.8

We are recognised and rewarded



5.6

We each have a voice that counts



6.6

We work flexibly



6.2

We are a team



6.6

We are always learning



5.4

We are compassionate and inclusive



7.2

Equality Delivery System 2022

The Trust commenced the Equality Delivery System (EDS2022) review in February 2023, however the review was not completed until May 2023. The EDS2022 is an improvement tool for patients, staff and leaders of the NHS. It supports NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains: Services, Workforce and Leadership. It is driven by data, evidence, engagement and insight.

The tool measures equality diversity inclusion performance in three Domains:

- Commissioned and Provider Services – the group of organisations that make up the [BSW system](#) reviewed maternity services across the region, this work was led by the [BSW Integrated Care Board](#). The remaining two Domains were reviewed internally by staff and senior leaders.
- Workforce Health & Wellbeing.
- Inclusive Leadership.

And there are four potential scores – Undeveloped Activity (score of 0-7); Developing Activity (score of 8-21); Achieving Activity (score of 22-32) and Excelling Activity (score of 33). The Trust achieved a score of Developing Activity, which indicates we have met the basic requirements.

A full report has been produced following the EDS2022 exercise, which highlights varied initiatives included in the scoring process. This will be published along with an action plan on the Trust website by 31 January 2024.

The next Equality Delivery System review will be done collaboratively with our system partners and we are currently exploring which services will be evaluated, this is likely to include one or more of the following areas – Learning Disability (focus on Annual health checks), Stroke Service and End of life pathway.

Gender Pay Gap (GPG) Reporting

The 2021-2022 Gender Pay Gap report was published on 31 March 2023. The Gender Pay Gap is the difference between the average (mean or median) earnings of men and women across a workforce. The report also looks at the difference between the (mean and median) bonus payments for men and women. The gender pay gap audit obligations are outlined in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. As an organisation that employs more than 250 people and listed in Schedule 2 to the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 we must publish and report specific information about our gender pay gap.

Our latest report indicates that the Trust has a mean pay gap of £7.56 (30.32%), which had increased by 1.22% since the previous year’s figure of £6.89 (29.10%). When medical staff are removed from calculations, the mean pay gap significantly decreases to £1.24 (7.07%), an increase of 0.62% from the previous year’s figure of £1.09 (6.45%). We have made some progress in reducing the pay gap between males and females across a number of our Bands (Band 4, 8A, 8C, 8D, 9, Medical Consultant, Medical Junior and Non-Exec) however they are still in favour of male staff. The report also pinpoints the cause of the pay gap which included an increase in male staff in more senior roles.

The following table highlights the main report results:

Gender pay gap standard measures (difference)		2020-21	2021-22	Comparison of male and female average earnings: Direction of travel	
1	The mean gender pay gap	29.10% £6.89	30.32% £7.56	Similar	↔
2	The median gender pay gap	19.81% £3.84	19.19% £3.83	Similar	↔
3	The mean bonus gender pay gap	79.37%	83.65%	Up / Negative	↓
4	The median bonus gender pay gap	79.76%	93.98%	Up / Negative	↓
5	The proportions of males and females receiving a bonus payment	21.44% M 28.97% F	20.76% M 22.49% F	Down / Positive (closer to parity for both)	↑
6	The Gender Pay Gap excluding medical and dental staff				
	The mean gender pay gap	6.47% £1.09	7.07% £1.24	Similar	↔
	The median gender pay gap	3.05% £0.47	6.26% £1.01	Up / Negative	↓
	The mean gender bonus gap	-2.41% -£17.09	-11.78% -£52.47	Up / Negative (favours females)	↓
	The median gender bonus gap	-20.00% -£80.00	0.00% £0	Down / Positive (parity)	↑

The Trust has undertaken several initiatives to close the pay gap including improvements to our recruitment processes and we have reviewed and revised criteria for our local Clinical Excellence Awards, we also acknowledge more work needs to be done to close the gap. The full Gender Pay Gap report can be found on the Trust's [website](#). The Gender Pay Gap report for 2022-2023 will be published in January 2024 with an updated action plan. Actions from the current GPG report have been included in the appendix of this report.





NHS Equality Standards

The NHS has two mandatory reporting frameworks that measure the experience of our disabled and ethnic minority staff, when compared to our non-disabled and White staff. The reports help NHS commissioners and NHS healthcare providers (including independent organisations) to achieve workplace parity between the above-mentioned staff groups. It aims to achieve this by reviewing data against a number of key performance indicators, and obliges organisations to produce action plans to close identified gaps in career and workplace experiences.

Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) which enables NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff.

WDES improvement has been slow, and this is reflective of national challenges. The Trust has made progress in three metrics and there has been a slight decline across 5 metrics. The following metrics depict where there has been positive movement and the three metrics with the greatest decline:

- Percentage of staff who experienced bullying and harassment from managers improved 
1.7%, from 16.9% to 15.2% (national avg. 17.1%)
- Percentage of staff who felt the Trust has provided reasonable adjustments improved 
1.8%, from 70.5% to 72.3% (national avg. 71.8%)
- Increased the number of disabled staff in the organisation from  from 2.42% to 2.98%
- Percentage of staff who experienced bullying and harassment from colleagues worsened 
1.3%, from 27.5% to 28.8% (national avg. 26.9%)

- Percentage of staff who felt the Trust valued their work worsened ↓ 3.3%, from 31.3% to 28% (national avg. 32.5%)
- Relative likelihood of Disabled staff entering the formal capability process (performance management rather than ill health) compared to non-disabled staff worsened, from 1.94 to 3.63. However, due to the small number of staff involved any small change will result in a significant increase in the percentages. In 2021-22, the two-year average was zero, in contrast in 2022-23 this reporting year, the two-year average of staff entering the formal capability process was 0.5 for disabled staff – number of staff involved included one disabled staff, 7 non-disabled staff and one staff who does not have their status recorded (unknown).

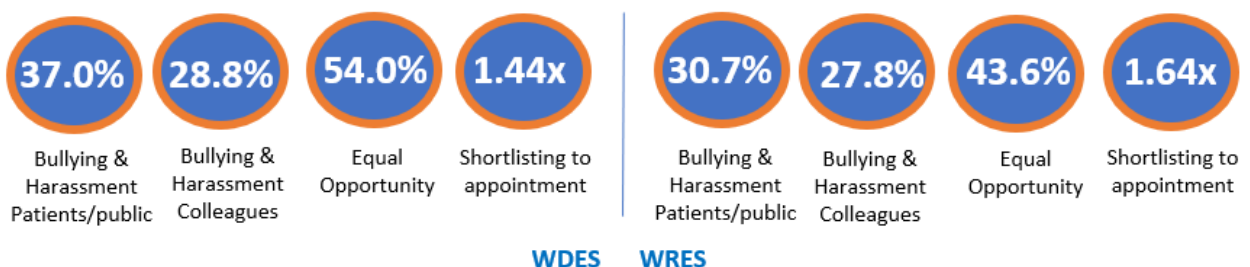
Workforce Race Equality Standard

The Workforce Race Equality Standard (WRES) is a set of nine specific measures (indicators) which enables NHS organisations to compare the workplace and career experiences of ethnic minority staff and white staff.

The Trust is delighted to report positive movement in 6 of the 9 WRES metrics, however, there is still work to be done, especially where the numbers still lag behind the national average and our ambition is to be above average within 3-5 years. Significant movement has been made across the following metrics:

- Bullying and harassment from staff improved ↑ by 4.9%, from 32.7% to 27.8% (national BME avg. 28.8%)
- Experiencing discrimination from colleague/team lead/manager improved ↑ by 6.6%, from 26.4% to 19.8% (but still above national BME avg. 17.3%)
- Bullying and harassment from patients improved ↑ by 4.1%, from 34.8% to 30.7% (BME national avg. 30.8%)
- Equal opportunities improved ↑ by 4.7%, from 38.9% to 43.6% (BME national avg. 47%).

WDES & WRES Comparison



The Trust Board approved the WDES and WRES for publication at the recent Board meeting on 7 September 2023, the full reports can be found on the Trust [website](#). The Trust uses WDES and WRES reporting to inform action plans which have been incorporated into this report (see appendix).



Equality, Diversity
& Inclusion



Great Western Hospitals
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Part three: Action plan 2023 – 2024

Action plan 2023 – 2024

Priority actions have been highlighted in the table below:-

- **Action 1:** Launch of allyship programme to enable initiatives to be supported across the Trust.
- **Action 2:** Programme of work to address discrimination and other unprofessional behaviours.
- **Action 3:** Equal Opportunities: Taking action on the Gender Pay Gap – understand workforce perception and experience.

They represent the actions that are likely to have the greatest impact across the organisation. The remaining actions reflect our broader ambition to make improvements across all aspects of our Inclusion work.

This action plan pulls together plans from the various EDI frameworks utilised by the Trust including – Equality Diversity System (EDS2022), Gender Pay Gap (GPG) Reporting, Workforce Disability Equality Standard (WDES), Workforce Race Equality Standard (WRES), the externally led BDO Audit and are supportive of our commitment to deliver against the NHS England EDI Improvement Plan and the Trust’s four-year EDI strategy.

Category	Key Action	Steps to achieve action	Due by	Action Owner	Desired outcome
Health & Wellbeing	Reduce discrimination, bullying, harassment and abuse in the workforce	Equity data walk – engage with staff to explore their lived experience and take action to support positive change based on findings. Including promotion of the NMC ‘Combatting Racial Discrimination’ toolkit.	Mar 2024	EDI Lead	<ul style="list-style-type: none"> • Improved WRES Indicator 8: Experiencing discrimination at work from staff • Improved WDES Indicator 4: harassment, bullying or abuse from managers and colleagues
		Priority Action 1: Launch Allyship programme - Promote everyday allyship and build a programme for volunteers to encourage staff to advocate for others and to challenge behaviour that is not in line with Trust values. Including re-launch of Reciprocal Mentoring programme.	Sep 2023	EDI Lead	<ul style="list-style-type: none"> • Improved WDES Indicator 4 and WRES Indicator 6: harassment, bullying or abuse from managers and colleagues • Improved WRES Indicator 8: Experiencing discrimination at work from staff

Category	Key Action	Steps to achieve action	Due by	Action Owner	Desired outcome
Health & Wellbeing		EDI Masterclass Series to be developed in-house to improve cultural competence and raise awareness around key issues including 'making adequate adjustments'.	Nov 2023	EDI Lead	<ul style="list-style-type: none"> Improved WDES Indicator 4 and WRES Indicator 6: harassment, bullying or abuse from managers and colleagues Improved WDES Indicator 6: Presenteeism Improved WRES Indicator 8: Experiencing discrimination at work from staff
	Reduce discrimination, bullying, harassment and abuse from patients, relatives or the public	Priority Action 2: Programme to address Unprofessional Behaviours (promote the reduction of bullying and harassment, incivility, disrespect, discrimination) – utilising varied communications, bite-size learning, allies, system shared resources	Oct 2023	EDI Lead	Improved WDES Indicator 4 and WRES Indicator 5: harassment, bullying or abuse from patients, their family or the public
	Increase Health & Wellbeing services	Deliver a new 4-hour training package for line managers - 'Mental Health Skills for Managers'.	Jan 2024	Clinical Lead for Staff Health & Wellbeing	<ul style="list-style-type: none"> EDS2022 workforce health and wellbeing Improved WDES Indicator 6: Presenteeism
		Health & Wellbeing (HWB) conversations to be added to the Electronic Staff Record system to improve the recording of this data and to facilitate HWB conversations.	Oct 2023	Clinical Lead for Staff Health & Wellbeing	<ul style="list-style-type: none"> EDS2022 workforce health and wellbeing Improved WDES Indicator 6: Presenteeism
		Provide in-reach physical health checks available for all staff – to include cholesterol, blood sugar levels and provide general advice	Aug 2023	Clinical Lead for Staff Health & Wellbeing	<ul style="list-style-type: none"> EDS2022 workforce health and wellbeing Improved WDES Indicator 6: Presenteeism
	Improved provision of Reasonable Adjustments	Apply for WDES funding in 2024	Oct 2023	EDI Lead	<ul style="list-style-type: none"> EDS2022 workforce health and wellbeing Improved WDES Indicator 6: Presenteeism And WDES 8: Employer has made adequate adjustments

Category	Key Action	Steps to achieve action	Due by	Action Owner	Desired outcome
Equal Opportunities	Pilot Cultural Ambassadors	Train and support a small group of Cultural Ambassadors to act as an independent voice in the disciplinary process and to share good practice across the Trust, reducing likelihood of 'no case to answer' incidences which cause harm to staff and organisation.	Oct 2023	Equality Lead Nurse	Improved WRES Indicator 3: Relative likelihood of staff entering the formal disciplinary process
	Reduce shortlisting to appointment disparity	Launch Inclusion Recruitment Champions programme in June 2023. Volunteer champions will be trained in August and will be available to support interviews for Band 8B above roles.	Jun 2023	Head of Resourcing	<ul style="list-style-type: none"> Improved WDES and WRES Indicator 1: Workforce representation Improved WDES and WRES Indicator 2: Relative likelihood of being appointed from shortlisting
	Expand Scope for Growth Conversations	Promote Scope for Growth (Career) Conversations to ethnic minority staff including Internationally Educated Nurses.	Nov 2023	Head of Leadership, Succession Planning & Talent Management	Improved WRES Indicator 1: Workforce representation
	Work experience placements	Provide work experience placements for young people with special education needs and those not in education and employment.	Aug 2023	Early Years Careers Advisor	Improved WDES Indicator 1: Workforce representation
	Promote apprenticeships	Promote apprenticeship opportunities to students from deprived areas.	Mar 2024	Early Years Careers Advisor	Improved WDES and WRES Indicator 1: Workforce representation
	NHS Cadets scheme	Working with NHS Cadets, a new scheme designed to provide 14-16-year-olds from under-represented communities with opportunities to explore voluntary work and careers with the NHS, providing one year of vital hands-on work experience in a wide range of roles. There are both clinical and non-clinical opportunities.	Ongoing	Early Years Careers Advisor	Improved WDES and WRES Indicator 1: Workforce representation

Category	Key Action	Steps to achieve action	Due by	Action Owner	Desired outcome
Equal opportunities	New College Swindon partnership	Trust to commence programme with New College Swindon and Swindon Borough Council in Oct 23, supporting young adults from disadvantaged areas of Swindon, looked after children and young carers. This would be an additional development programme supporting them into an apprenticeship	Oct 2023	Early Years Careers Advisor	<ul style="list-style-type: none"> Improved WDES and WRES Indicator 1: Workforce representation Improved WRES and WDES Indicator 2: Relative likelihood of being appointed from shortlisting
	Project Search scheme	Trust to initiate Project Search – national programme providing work experience opportunities for young adults within the SEND community.	Sept 2023	Early Years Careers Advisor	<ul style="list-style-type: none"> Improved WDES and WRES Indicator 1: Workforce representation Improved WDES Indicator 2: Relative likelihood of being appointed from shortlisting
	Better promotion of our senior vacancies to women and organisations that support women, including medical and dental vacancies	Priority Action 3: Equal opportunities review – review of quantitative and qualitative evidence (focus group study) to assess female staff experience and perceptions around equal opportunities.	Revised date Feb 2024	EDI Lead	<ul style="list-style-type: none"> Reduction of the Gender Pay Gap Improved WDES and WRES Indicator 1: Workforce representation Improved WRES Indicator 7: improve perceptions around 'equal opportunities'
	Identify other areas of good practice across the system in order to reduce the Gender Pay Gap	Identify good practice across the system to reduce gender pay gap and inform future action plans.	Revised date April 2024	EDI Lead	<ul style="list-style-type: none"> Reduction of the Gender Pay Gap Indicator 1: Workforce representation Improved WRES Indicator 7: improve perceptions around 'equal opportunities'
	Expand pay gap review to include other protected characteristics	Undertake pay gap reporting based on ethnicity, disability and sexual orientation	Revised date Jun 2024	EDI Lead	<ul style="list-style-type: none"> Reduction of the Gender Pay Gap BDO external audit action plan
	Improve parity in Clinical Excellence Awards	Review local Clinical Excellence Awards and extend criteria for 2023-24 awards.	Nov 2023	HR Business Partner with remit	Reduction of the Gender Pay Gap

Category	Key Action	Steps to achieve action	Due by	Action Owner	Desired outcome
Inclusive Leadership	Inclusive Leadership training	GWH managers and leaders to participate in system-wide leadership training, training opportunity actively promoted to minoritized staff	Ongoing (cohort 2)	BSW ICB	<ul style="list-style-type: none"> Improved WDES Indicator 7: Staff feel valued by the Trust Improved WRES Indicator 7: improve perceptions around 'equal opportunities'
	Host Equality Diversity Inclusion conference	EDI conference to be hosted by Trust to support leaders to understand how to lead 'Inclusion' in their work areas, to manage cultural change and support an increasingly diverse workforce	Jun 2024	EDI Lead	EDS2022 Inclusive Leadership
	EDI to be embedded in all in-house leadership training	Review and revise internal leadership training offers to ensure they include key EDI messages	Sept 2023	Head of Learning & Development	EDS2022 Inclusive Leadership
	Set Board objectives	Board to develop collective and individual EDI objectives linked to their appraisal. This will align with the national High Impact Action 1.	Mar 2024	Board Chairperson	EDS2022 Inclusive Leadership
Workforce Engagement	Deliver a series of Workforce Listening Events	Host a series of 'Change the Narrative' Storytelling events throughout the year to help to raise awareness and to challenge stereotypes.	Mar 2024	EDI Lead	<ul style="list-style-type: none"> Support overall improvement across all aspects of EDI Improved WDES Indicator 4 and WRES Indicator 6: harassment, bullying or abuse from managers and colleagues
	Provide access to regular EDI support across workforce	Launch 'Inclusion Café' to provide an opportunity for staff to regularly engage with EDI Lead, the café will be a forum for bite-size learning and provide an opportunity for staff to share their views and seek support.	Oct 2023	EDI Lead	Support overall improvement across all aspects of EDI
	Promote Restorative Just & Learning Culture	Understand further the national tool and pilot in three areas with a view to using this across the whole organisation. Communications, training and support to embed RJLC.	Mar 2024	Associate Director of Organisational Development & Learning	<ul style="list-style-type: none"> Support overall improvement across all aspects of EDI Improved WRES Indicator 6: harassment, bullying or abuse from managers and colleagues Improved WRES Indicator 8: Experiencing discrimination at work from staff

Category	Key Action	Steps to achieve action	Due by	Action Owner	Desired outcome
Workforce engagement	Support staff networks to deliver a range of initiatives	EDI function to support staff networks across a range of initiatives including events and learning opportunities	March 24	EDI Lead	Support overall improvement across all aspects of EDI
Access to Equitable Health and Care for Patients	Improve patient access, experience and outcomes	Monitor and report complaint, concerns, and incident themes in relation to patient access concerns and implement actions to address.	Ongoing	Head of Patient Experience and Engagement	The number of EDI access complaints, concerns and incidents will be reduced
		Implement new software to enable all leaflets to be available via digital portal linked to Trust website, enabling translation at source.	February 2024		
		Use service user feedback from diverse groups to support improvements in physical accessibility across the organisation.	April 2024		
		Work with local carers organisations to develop a specific young carer passport to improve patient and carer experience.	February 2024		

Category	Key Action	Steps to achieve action	Due by	Action Owner	Desired outcome
Access to Equitable Health and Care for Patients	Improve patient access, experience and outcomes	Continue to promote the Carer Support Passport and support to improve patient and carer experience.	Mar 2024	Head of Patient Experience and Engagement	The number of EDI access complaints, concerns and incidents will be reduced
		Implement Carer information leaflets in languages and formats other than English.	Feb 2024		
		Evaluate use and effectiveness of new on-site Defence Medical Welfare Service, which supports patients with military connections.	Jan 2024		
	Use patient equality and diversity data throughout the organisation to ensure that future improvement plans evolve to meet the needs of our local population	Improvement to data systems to enable automatic flow of data and enable links between data sets to support additional patient profiling.	Mar 2024	Associate Director of Business Intelligence	
	Increase working collaboratively with patients, families, and carers, from diverse communities in the design of services and pathways	Further expand engagement with seldom heard communities by identifying and networking with new groups. Develop more opportunities for engagement, involvement and for co-production to learn what is important to specific groups.	Mar 2024	Head of Patient Experience and Engagement	Evidence that there is an opportunity for all patients voices to be heard.