

Equality and Diversity Strategy Key Milestones 2019 to 2021

Developing Inclusive and Compassionate Leadership	Year 1	Year 2	Year 3
Provide innovative and inclusive ways to support leadership development at all levels	The existing range of formal leadership training programmes have been supplemented with additional informal management training that supports the attainment of skills and knowledge, whilst driving behaviours that are cognisant with Trust values.	Leadership development opportunities (e.g. training/ secondments/ acting up etc.) are embedded within the appraisal process and there is a 20% increase in the uptake from the previous year.	There is an active programme of mentoring and coaching offered by a range of internal staff to role model and support others with their leadership and development.
Promote and drive compassionate leadership to become the normal way to behave	Self-compassion has been embedded within the Trust and staff undertake regular self-evaluations	Staff and stakeholders have identified the behaviours that they expect to be displayed that demonstrate compassionate leadership and inclusivity.	New managers and leaders are recruited against the behaviours that the Trust has defined as being those that promote Trust values
Reduce barriers to education, training and career development	The barriers for progression have been identified within the Trust and consequently an action plan has been produced that addresses these.	The range of apprenticeships within the Trust will have increased to include a range of clinical development opportunities and these opportunities will have been monitored from an equality access perspective	Career pathways using a variety of different education and training opportunities will have been developed across a range of areas that support areas the Trust is under-represented in the protected characteristics

Promoting Staff and Patient Engagement and Partnerships	Year 1	Year 2	Year 3
Support the engagement of staff through MEGA and other staff inclusion groups	MEGA group is supported to grow and drives a number of task and finish groups as defined by the committee. Other staff engagement groups are set up as defined as they are needed by staff.	A network of local champions was created that supported the overall strategy and developed local initiatives that addressed local issues within teams and services.	Staff champions devised and supported the activities in 2021 that would support the engagement of staff
Celebrate diversity through a range of different activities that seeks to engage staff	Task and finish groups were formed to carry forward the actions resulting from the action plan as designated by the E&D committee. Staff networks were reviewed and also promoted and available to staff where it was appropriate.	An equalities event was held in 2019/20 that reflected the work of the staff groups and the committee and demonstrated the Trusts commitment to equality and diversity.	Local champions within the Trust hold their own events on a regular basis that celebrate different elements of diversity.
Provide opportunities for feedback and involvement that are inclusive	The Quality Priority to increase patient involvement in quality improvement (19/20)	The Patient and Public Involvement Strategy is driving a change in culture that makes inclusion, partnership and a visible culture of involvement the	

of the range of people using our hospital's services	provides practical tools to help staff offer inclusive opportunities for feedback.	foundation of how we work with patients.
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Ensuring improvement in equality outcomes	Year 1	Year 2	Year 3
Mainstream equality and diversity actions to support the delivery of our equality outcomes	Equality Impact Assessments are undertaken on a routine basis and are of a high quality, supported by regular training that is offered to staff around how to conduct them, diversity training and unconscious bias.	All business planning processes that were undertaken considered the equality and diversity impact and these were specified within the actions and decisions that the Trust undertook. A system and process around Accessible Information Standards was produced to ensure that all communication meets these standards on a regular basis.	Equality and diversity is reflected in all that the Trust does through a dedicated communications plan that holds a key message and provided details of key deliverables.
Identify specific actions required for improved patient experience through the patient experience committee (PEC)	Work has been undertaken to understand what patient experience data reflecting equality and diversity characteristics is available, how we currently use this and what more can be done to improve the integrity and completeness of this data.	Equality and Diversity is embedded into PECs agenda and workplan. PEC works alongside the EDC and other groups within the Trust to identify and support task and finish projects that bring the voices and experiences of seldom heard groups to the fore and ensure these insights are included in our work to improve the quality of our services.	
Define a set of Key Performance Indicators related to equality and diversity and measure ourselves against these	A specific set of KPIs for both staff and patients is produced which covers all the mandatory elements the Trust needs to fulfil as well as local targets.	The KPIs developed in Year 1 were enhanced to include stretch KPIs that demonstrated the Trusts commitment towards improving its position within the local economy.	The KPIs developed in Year 2 were further enhanced to include KPIs that demonstrated the Trusts commitment towards becoming a leader in this area within the local economy.