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NHS Equality Delivery System 2023 EDS Reporting Template

Version 1, 15 August 2022

Equality Delivery System for the NHS

The EDS Reporting Template

Implementation of the Equality Delivery System (EDS) is a requirement on both NHS commissioners and NHS providers. Organisations are encouraged to follow the implementation of EDS in accordance EDS guidance documents. The documents can be found at: www.england.nhs.uk/about/equality/equality-hub/patient-equalities-programme/equality-frameworks-and-information-standards/eds/

The EDS 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 EDS Report is a template which is designed to give an overview of the organisation's most recent EDS implementation and grade. Once completed, the report should be submitted via england.eandhi@nhs.net and published on the organisation's website.

NHS Equality Delivery System (EDS)

Name of Organisation	The Princess Alexandra Hospital NHS Trust	Organisation Board Sponsor/Lead		
		Ogechi Emeadi, Director of People, OD and Communications		
Name of Integrated Care System	Hertfordshire and West Essex			

EDS Lead	Ellie Manlove/ Denise Amoss/ Shahid Sardar		At what level has this been completed?	
				*List organisations
EDS engagement date(s)	28 November 2023, 18 December 2023, 4 January 2024, 8 January 2024, 10 January 2024, 16 January 2024		Individual organisation	EDI steering group, Health and Wellbeing steering group, Recruitment and retention steering group, Patient Panel, People meeting, SMT, EMT, People committee, Board
			Partnership* (two or more organisations)	Hospice at home, virtual wards, EPUT (Peer review)
			Integrated Care System-wide*	West Essex ICP, EPUT

Date completed	January 2023 and updated November 2023	Month and year published	March 2024

Date authorised	16 January 2024	Revision date	

Completed actions from previous year 2021/2022	
Action/activity	Related equality objectives
Recruitment of a trust Head of Equality, diversity and inclusion in March 2022 to lead the equality, diversity and inclusion agenda across the trust.	Ensure that our services promote and improve the health and wellbeing of staff, volunteers, patients, and visitors
Embedded FTSUG team, 5 additional FTSUG representing all staff groups including a Lead FTSUG. Psychological service workshops delivered	Provide a supportive and nurturing environment within the organisation, where it is safe to explore negative behaviours and enable the positive development of all of our people
Delivery of inclusive recruitment and retention training trust wide, all recruiting managers will have undertaken this training by March 2023 in order to lead an interview process. ED&I representative panel member on all interviews at 8a and above	Achieve a workforce which is reflective and representative of the diversity of our community
Embedding of monthly health and wellbeing steering group and health and wellbeing champions across the organisation with 7 strategic health and wellbeing priorities 1. We will ensure that any H&W initiatives have visible support from the Trust board and also from all staff that are in supervisory/management/leadership roles. 2. Our People feel safe to raise concerns and encourage others and that they have the tools to look after psychological wellbeing. 3. Staff have the access and information to support them to lead a healthy lifestyle 4. Our staff have access to local, high quality, accredited occupational health services and professional wellbeing support.	Ensure that our services promote and improve the health and wellbeing of staff, volunteers, patients, and visitors

<p>5. To use local and national evidence to develop and influence plans.</p> <p>6. Staff have access to adequate facilities for rest, physical activities during shifts and a healthy work environment.</p> <p>7. Our staff are fulfilled at work</p>	
Trust equality objectives	Actions in 2022/23 and April to September 2023
<p>Ensure that our services promote and improve the health and wellbeing of staff, volunteers, patients, and visitors</p> <p>Ensure all future and current staff and volunteers are supported to make the most of their skills and talents</p> <p>Create a more inclusive culture where all staff, volunteers, patients and visitors feel engaged</p> <p>Encourage our partner organisations and suppliers to acknowledge and support our commitment to diversity as a core value</p> <p>Engage with more of our diverse communities to effectively inform, develop and deliver our strategies, services and initiatives</p> <p>Engage with our senior leaders to ensure that equality and inclusion is a central trait of the organisation</p> <p>Champion the concept of zero tolerance to the fear of violence, abuse, harassment and intolerance</p> <p>Champion and enable all of our staff, volunteers, patients, and visitors to have the freedom to speak up</p> <p>Ensure our services will be accessible to more people, with consistent quality that meets the needs of all staff, volunteers, patients, and visitors</p>	<p>We continue to support Inclusion Champions on all interview panels AfC band 8a and above.</p> <p>Collaboration with ICS to implement Inclusive career development programme for Black and Minority Ethnic (BME) and disabled staff at AfC bands 2 to 4.</p> <p>Work underway with Project Search to support employment opportunities for young adults with a learning disability or autism spectrum conditions, or both.</p> <p>Achieved Disability Confident Level 2 Employer status.</p> <p>EDI awareness as part of corporate induction which is undertaken by all new staff.</p> <p>Launch of Ready to Manage Inclusive management training</p> <p>Roll out of Inclusive recruitment training for hiring managers</p> <p>The Race Equality & Cultural Heritage (REACH) rebranded and relaunched with leadership development support for its leaders.</p> <p>Signed up to UNISON Antiracism Charter</p> <p>Implemented NHS Rainbow Badge scheme</p>

<p>Ensure that all staff, volunteers, patients, and visitors will have access to the information they need to make the most of the services provided at PAHT</p> <p>Improve the accessibility of our infrastructure to enable everyone to access PAHT (physically, emotionally, developmentally, and virtually)</p>	<p>Joined the Stonewall Diversity Champion programme</p> <p>Diversity goal /objective embedded in appraisal framework</p> <p>Schwartz Rounds with a focus on neurodiversity, race and menopause</p>
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EDS Rating and Score Card

Please refer to the Rating and Score Card supporting guidance document before you start to score. The Rating and Score Card supporting guidance document has a full explanation of the new rating procedure, and can assist you and those you are engaging with to ensure rating is done correctly

Score each outcome. Add the scores of all outcomes together. This will provide you with your overall score, or your EDS Organisation Rating. Ratings in accordance to scores are below

Undeveloped activity – organisations score out of 0 for each outcome	Those who score under 8 , adding all outcome scores in all domains, are rated Undeveloped
Developing activity – organisations score out of 1 for each outcome	Those who score between 8 and 21 , adding all outcome scores in all domains, are rated Developing
Achieving activity – organisations score out of 2 for each outcome	Those who score between 22 and 32 , adding all outcome scores in all domains, are rated Achieving
Excelling activity – organisations score out of 3 for each outcome	Those who score 33 , adding all outcome scores in all domains, are rated Excelling

Domain 1: Commissioned or provided services

Domain	Outcome	Evidence	Rating	Owner (Dept/Lead)
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	Evidence provided in separate document <i>EDS 23 Domain 1 Evidence Older Urgent Palliative</i>	2	Shahid Sardar
	1B: Individual patients (service users) health needs are met	Evidence provided in separate document <i>EDS 23 Domain 1 Evidence Older Urgent Palliative</i>	1	Shahid Sardar
	1C: When patients (service users) use the service, they are free from harm	Evidence provided in separate document <i>EDS 23 Domain 1 Evidence Older Urgent Palliative</i>	2	Shahid Sardar
	1D: Patients (service users) report positive experiences of the service	Evidence provided in separate document <i>EDS 23 Domain 1 Evidence Older Urgent Palliative</i>	3 (with an action to monitor)	Shahid Sardar
Domain 1: Commissioned or provided services overall rating			8	

Domain 2: Workforce health and well-being

<p>Domain 2: Workforce health and well-being</p>	<p>2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions</p>	<p>Staff health and wellbeing newsletter produced monthly with signposting to national support i.e. national obesity support programme for NHS staff.</p> <p>Self-referrals promoted to support long term conditions and to support and develop management plans.</p> <p>Mental health support established as outlined in 2C.</p> <p>Health lifestyles are encouraged with discounted gym memberships and access to fitness apps/ online classes.</p> <p>Free fruit is provided to staff with healthy food choices available to staff in outlets and staff restaurant.</p> <p>Physiotherapy services are in place to support with MSK.</p> <p>Staff Disability and Wellbeing Network (DAWN) has an agenda item for long term condition support</p> <p>Work in progress:</p> <ul style="list-style-type: none"> • for Trust apple devices to be used in the workplace as fitness tracker • wellness clinics for staff 	<p>2</p>	<p>Ellie Manlove</p>
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		<ul style="list-style-type: none"> long term condition support with partner organisations such as Provide (CIC) 		
	2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source	<p>Our ambition is that every person who comes through our doors, feels safe, free from fear of discrimination and where they are their authentic selves, able to access our services freely and safely, for the right treatment at the right time.</p> <p>The trust has actively recruited additional FTSU guardians with 5 currently in post, including a lead FTSUG</p> <p>Avenues of how to raise concerns promoted through ALEXnet</p> <p>During 2021/22, the Trust implemented culture huddles emphasising respectful behaviour within teams</p> <p>Cases of alleged bullying and harassment are supported through the Dignity at Work policy. In 2021, 16 bullying and harassment cases were resolved with this number reducing to 9 at the end of 2022.</p> <p>The Trust's 2022 staff survey indicates that bullying and harassment cases have reduced when compared to the previous year</p> <p>Workforce Race Equality Standard, and the</p>	1	Ellie Manlove

		<p>Workforce Disability Standard have been reviewed and an action plan has been developed in response to the finding. Reports can be viewed at the link below: https://www.pah.nhs.uk/equality-and-diversity</p> <p>Signed up to UNISON Antiracism Charter in 2022</p> <p>Implemented NHS Rainbow Badge scheme with almost 300 staff signed up. The badge is intended to be a simple visual symbol identifying its wearer as someone who a LGBT+ person can feel comfortable talking to about issues.</p> <p>Work underway with the ICS on our Menopause friendly employer status</p> <p>Culture and diversity goal /objective embedded in appraisal framework for all PAHT people.</p> <p>EDI awareness as part of corporate induction which is undertaken by all new staff.</p> <p>Launch of Ready to Manage Inclusive management training. Main purpose is to provide managers with the skills and knowledge to manage in an equitable and inclusive way.</p> <p>LGBTQ+ training sessions held to explore ways to be more inclusive in service delivery.</p> <p>Schwartz Rounds reintroduced. A number of diversity areas covered including neurodiversity, race and menopause.</p>		
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		<p>EDI activity:</p> <ul style="list-style-type: none"> • Achieved Disability Confident Level 2 Employer status. • Joined the Stonewall Diversity Champion programme • REACH series of events in person and online to mark Black History Month. • A grassroot-led PAHT Cultural event organised in September 2023 was attended by more than 350 people. • Diwali event • Marked National Day for Staff Networks with session on finding your voice and being heard. • Launch of short video on registering as disabled shared with all staff. https://youtu.be/1Jxembcjx-0 • Marked the following diversity days with social media posts and additional internal communications: World Mental Health Day; Inclusion Week; International Day for the Remembrance of the Slave Trade and its Abolition; Black History Month; Pride Month and Eid ul-Adha 		
	2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source	<p>Staff have access to:</p> <ul style="list-style-type: none"> • Psychological support services - Here for you • Employee Assistance programme 24/7 • Mental health first aiders (MHFA) • Health and wellbeing champions • Occupational health services • Freedom to speak up service (FTSU) • Professional Nurse/Midwife Advocates • Guardian of safe working 	2	Ellie Manlove

		<ul style="list-style-type: none"> • Health and wellbeing Guardian – Non-Exec Director <p>Current active staff networks include REACH (race equality and cultural heritage) and DAWN (disability and wellbeing network) and the LGBTQ+ staff network. The REACH is committed to creating an inclusive working environment where individuals from a Black and minority ethnic (BME) background are supported and valued in the workplace. The network is a safe place for people to discuss the issues they face and share experiences. The DAWN has been operating for just over 1 year and formed in response to feedback from staff and review of staff survey findings. The purpose of the network is to be an independent and effective voice for staff with long term health conditions and disabilities and to ensure that the organisation recognises and responds to the needs of all its staff, thereby increasing staff morale and improving the patient experience. The LGBTQ+ staff network has been re-established 6 months ago and is running virtually. The network has invited members of the LGBTQ+ community to meetings to share learning and as an opportunity to inform trust policies and practices.</p> <p>All policies have equality impact assessments</p>		
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	<p>2D: Staff recommend the organisation as a place to work and receive treatment</p>	<p>NHS National Staff Survey (NSS) result: Recommend as place to work: 44% Recommend for treatment: 42%</p> <p>Our people and learning and organisational development strategy is a comprehensive plan that guides every aspect of the employee-employer relationship. From recruitment to onboarding, our strategy sets the stage for attracting, engaging, training, and retaining talented people. Some key areas of focus in our strategy include:</p> <ul style="list-style-type: none"> • Transforming the recruitment and onboarding journey • Building the right organisational culture • Adopting agile performance management to improve performance through regular 1:1s and coaching conversations. • Supporting everyone's learning and development • Giving management the training, they need to effectively manage their teams and drive cultural change (managers induction; ready to manage) <p><u>Recruiting, onboarding and retention</u> Established a refreshed onboarding experience with a values-focused induction programme and new employee forum enabling staff to align with values and expectations of the Trust. This also included looking at the information and support provided at recruitment stage. The trust's monthly recruitment and retention steering group launched in 2022 and offers guidance, direction and support to areas with high</p>	<p>0</p>	<p>Jamie Coates Annamae Maglinte OD team member Freedom to Speak Up</p>
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		<p>vacancy or high turnover; ensuring that we implement effective methods and techniques to improve attraction and retention. This includes the use of temperature check “stay” questionnaires.</p> <p>We continue to work with ICS partners on alternative ways of retaining staff within the ICS and are piloting rotational AHP posts across acute, mental health and community organisations.</p> <p>During National career week 2023 we held events across the week with the aim of supporting our people to develop and progress in their careers, this included:</p> <ul style="list-style-type: none"> • Careers and development information stands • “My career journey - from then, to now...” a series of online webinars that will focus on the career journeys of our #PAHTPeople • practical skills workshops with NHS Elect including how to develop your CV and be your best at interview <p>Working with Harlow College we are about to embark on a new supportive internship called Project Search. The aim is to provide local young adults with mild learning difficulties or autism with work placements across the organisation.</p> <p>We have invested in new roles to support our people, including our first AHP workforce lead who will be joining us in the coming months, a resourcing partner for outreach and retention, and a retention and wellbeing midwife.</p>		
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		<p>We also have a project nurse and midwife started who is working on the NHSE N&M retention toolkit which will outline actions we need to take to support the retention of this workforce, this will include focus sessions in January 2024.</p> <p>Our professional nurse and midwifery advocates provide constructive career development support to the nurses to empowers nurses to identify their readiness to take the next step. Also holding career clinic focuses on encouraging nurses to undertake a self- assessment, developing an application and supporting information, interview preparation and skills, mock interview planning, post interview reflection and offer coaching.</p> <p>We know local affordable accommodation is an issue for our people, we have built relationships with local estate agencies and held an accommodation evening for our people – we will be holding these more regularly in the coming months. We're working with our local council on a longer-term solution.</p> <p>A change in the Trust approach to recruit health care support workers in collaborative with the divisions. We now hold assessment centres with group assessments and career conversations, this ensures we are recruiting to our values.</p> <p><u>Internationally recruited staff</u> Last year the Trust approved the recognition of previous experience for nurses, this has involved reviewing over 300 international nurses previous</p>		
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		<p>experience to ensure we are paying them the appropriate salary. This is due to be completed by January 2024. We also reviewed and increased our relocation package for international N&Ms and AHPs.</p> <p>Our medical education team have developed and started a training and induction programme for international medical graduates to support new doctors into PAHT and the NHS.</p> <ul style="list-style-type: none"> • In 2023, PAHT awarded the International Recruitment Pastoral Care Award from NHS England to recognise our work and commitment to giving high-quality pastoral care support to our internationally recruited staff. • Upon arriving in the UK, internationally recruited nurses are automatically enrolled into a 4-week OSCE Adaptation Program which includes onboarding, corporate induction, OSCE training, meet and greet dinner, city tour etc. • Internationally recruited nurses are automatically enrolled into the 12-month preceptorship program • The professional nurse advocate (PNA) team has a 3-step approach to introduce restorative clinical supervision throughout the onboarding and preceptorship period for all new nurses • All newly registered nurses, including internationally recruited nurses, are supported by clinical practice educators in the ward who work in a supernumerary capacity alongside 		
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		<p>the nurses to provide education, clinical support, and pastoral support</p> <ul style="list-style-type: none"> • PNA runs a career clinic every 1st Wednesday of the month and have provided career coaching and mock interviews to help with progression • Pre-departure webinar 2 weeks before arrival to have a platform for new recruits to ask questions from recruitment and practice development team before arriving in the UK • "Preparing for Professional Life in the UK" session added to the OSCE program which includes discussion on professional behaviours, expectations, and common challenges to adaptation for international recruits • The themes of restorative clinical supervision sessions which may include harassment and bullying are fed back to senior nursing team <p><u>Recognising our staff</u></p> <ul style="list-style-type: none"> • In our annual This is Us - Our Amazing People Awards 2023, different groups of staff including our volunteers, were nominated for an award. • Hosted our annual engagement week – ‘This is Us Week’. • Our Long Service Awards also took place during ‘This is Us Week’. <p><u>Measures for rating the staff experience</u></p> <p>To measure staff experience, we use surveys, exit interviews and real-time direct feedback.</p> <p>The annual NSS is recognised as an important tool for ensuring that the views of people working in the</p>		
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		<p>NHS are used to help inform local improvements. The feedback is useful in helping highlight strengths, and improvements that will make PAHT a better place to both work and be treated.</p> <p>A full census was held at PAHT between October and November 2022, with all our people having the opportunity to take part. In total, 1881 (49.5%) completed their survey, which was 2.3% higher than 2021, and 5% higher than the median acute trust response rate (there are 124 acute trusts within the benchmark group).</p> <p>Summary of the trust's results by the key national themes, benchmarked against the acute and community trusts.</p> <p>A 'Feedback to Action' programme of support has been developed for each division to implement to fully review the findings and commence the development of staff survey improvement plans. These plans align to four priority improvement actions identified by the trust (continuing from those identified for 2021-22):</p> <p>Priority one: improving the physical and mental health and wellbeing of our people</p> <p>Priority two: improving our learning and safety culture, encouraging people to openly share feedback or concerns and ensure this is acted upon - improving psychological safety</p> <p>Priority three: embedding our This is Us management practices and leadership promise in our ways of working</p>		
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		<p>Priority four: ensuring our workforce plans support teams being effectively staffed to deliver high quality services</p> <p>These continue to be key areas of importance as we continue to strive to deliver care in line with our values and our quality and patient safety strategy. Representatives from every team in the organisation were encouraged to join a 'Feedback to Action' group within their division, to share their views on the results and inform improvement actions.</p> <p>Completion of the National Quarterly Pulse Survey (NQPS) via the People Pulse Survey between 01-31 July 2023 (225 responses).</p> <p>We recognise that when all staff feel included and supported, they are empowered to do their best work.</p> <ul style="list-style-type: none"> • Additional funds spent on continued professional development (CPD) with more people accessing funding for courses than before. • 85 apprentices currently learning at PAHT. 25 Apprentices completed their programme in the last year. • Collaboration with ICS to implement Inclusive career development programme for Black and Minority Ethnic (BME) and disabled staff at AfC bands 2 to 4. 		
Domain 2: Workforce health and well-being overall rating			5	

Domain 3: Inclusive leadership

Domain	Outcome	Evidence	Rating	Owner (Dept/Lead)
Domain 3: Inclusive leadership	3A: Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities	<p>Patient and staff stories at Trust Board meetings:</p> <ul style="list-style-type: none"> Staff story 8 June 2023 –Neurodiversity, Band 5 Physiotherapist with dyslexia and ADD and Team Lead Musculoskeletal Physiotherapist and supervisor attended Board. Both explained the work strategies used to manage both which included using specialised software, ensuring stability within the team and allocating additional time between patient sessions and for administrative tasks. Personal strategies included the use of headphones to cut out background noise, moving to work in quiet spaces, going for walks and use of the ‘grounding’ technique. Patient story 5 October 2023. Members watched a short video of Annette describing some of her life experiences as a deaf blind person and how it had impacted on her self-esteem and confidence during her childhood and adult years. Annette has also worked with the Trust on a wayfinding project called Alex. <p>All Board members (Trust Chair, CEO, executive team and non-executive directors) have an EDI objective as part of their appraisal process.</p>	2	Heather Schultz

		<p>Board development session on EDI strategy, held on 3 May 2023.</p> <p>EDI strategy approved at People Committee and Trust Board – 5 October 2023</p> <p>EDI annual report presented to People Committee and People Committee and Trust Board receive the Gender Pay Gap report and Workforce Race Equality Standard (WRES) and Workforce Disability Standard (WDES) reports annually (most recent reports 5 October 2023).</p> <p>Board session with Chair and CEO of Hertfordshire and West Essex Integrated Care Board – 14 September 2023, discussion around system working and health inequalities.</p> <p>Members of executive team meet with the local authorities to discuss initiatives to address health inequalities.</p> <p>Board members have engagement with staff networks.</p> <p>Board champion for EDI – Trust Chair. Executive lead – People director.</p> <p>Celebrating Black History Month, LGBTQ+ History Month</p>		
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	<p>3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed</p>	<p>Equality impact assessment process fully embedded.</p> <p>Every paper considered at board/committee meeting requires evidence of impact on EDI – there is a section on cover sheet for papers.</p> <p>Ethnicity data now included in Incident data within Quality report to QSC every 3 months (examples in August and November 2023 reports) and incidents by sex/age are reported monthly with deep dives as required. Recently undertook a deep dive on 0-5 year olds and frequent deep dives on over 75's.</p> <p>Strategic transformation Committee has oversight of delivery of the Trust's strategy, PAHT2030. Transforming our care is one of the strategic priorities underpinning the strategy and addressing health inequalities is one of the milestones. The committee meets bi-monthly and receives an update on progress at every meeting.</p> <p>On 22 May 2023 the committee dedicated an hour to discussing health inequalities and the steps that the Trust can take to be an anchor organisation</p>	2	Heather Schultz
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	3C: Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients	People Committee and Trust Board ensure monitoring of performance on EDI via annual WRES, WDES and Gender pay gap, Public Sector Equality Duty report and EDS reporting covering both data and actions. Progress reports received throughout the year. Built into board and committee work plan.	1	Heather Schultz Monika Kalyan
Domain 3: Inclusive leadership overall rating			5	
Third-party involvement in Domain 3 rating and review				
Trade Union Rep(s): 5		Independent Evaluator(s)/Peer Reviewer(s): Essex Partnership University NHS Foundation Trust 5		

EDS Organisation Rating (overall rating): 18

Organisation name(s): The Princess Alexandra Hospital NHS Trust

Those who score **under 8**, adding all outcome scores in all domains, are rated **Undeveloped**

Those who score **between 8 and 21**, adding all outcome scores in all domains, are rated **Developing**

Those who score **between 22 and 32**, adding all outcome scores in all domains, are rated **Achieving**

Those who score **33**, adding all outcome scores in all domains, are rated **Excelling**

EDS Action Plan	
EDS Lead	Year(s) active
Monika Kalyan / Shahid Sardar	
EDS Sponsor	Authorisation date
Ogechi Emeadi	16 January 2024

Domain	Outcome	Objective	Action	Completion date
Domain 1: Commissioned or provided services	1A: Patients (service users) have required levels of access to the service	Gather data on protected characteristic consistently. Review the quality of information shared on the website and in patient information via the PP.	Trust-wide <ul style="list-style-type: none"> Improve collection and recording of patients' sexual orientation, gender identity. Review access to information on the website for patients with lower literacy Monitoring of initiatives in place Older people's care <ul style="list-style-type: none"> Offer face-to-face patient surveys Consider bringing back Friends and Family Test feedback card Talk to provider about offering option for a post discharge follow up to 	
	1B: Individual patients (service users) health needs are met	Enhance condition specific monitoring and patient groups through in person meetings and surveys online and in person.		
	1C: When patients (service users) use the service, they are free from harm	Capture data outside in the community and through the voluntary sector on harms.		

	1D: Patients (service users) report positive experiences of the service	Use different formats to gather FFT data, telephone, web and card based systems.	<p>discuss experience further</p> <p>Urgent Care</p> <ul style="list-style-type: none"> • Outreach work with protected groups • Capture / document evidence of work on social prescribing and engagement with community and voluntary sector <p>Palliative care</p> <ul style="list-style-type: none"> • Review guidance in place for staff • Evidence of work with different protected groups <p>Ensure the Chaplaincy team is involved in any action planning going forward</p>	
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Domain	Outcome	Objective	Action	Completion date
Domain 2: Workforce health and well-being	2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions	Raise awareness of different conditions and what support is available to manage those conditions	<ul style="list-style-type: none"> • Wider promotion of data around take up of SHAW support services. • Explore options for a central budget for reasonable adjustments to help managers make adaptations 	<p>September 2024</p> <p>May 2024</p>

	2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source	Increase engagement in the staff networks and awareness of how behaviours impact on others	<ul style="list-style-type: none"> Better understanding of why some people do not want to be associated with staff networks - LGBTQ+ and REACH Commission and deliver training for managers around dignity and respect, bias and allyship 	<p>April 2024</p> <p>February 2025</p>
	2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source		<ul style="list-style-type: none"> Review sickness data with EDI steering group members (linked to 2B & 2C). 	May 2024
	2D: Staff recommend the organisation as a place to work and receive treatment		<ul style="list-style-type: none"> Making HR processes more dignified for staff Create divisional and corporate engagement plans in response to staff survey data 	August 2024

Domain	Outcome	Objective	Action	Completion date
Domain 3: Inclusive leadership	3A: Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities	Embed the practice of including an EDI objective in appraisals	Start with the appraisal cascade process for year 2024-2025	August 2024
	3B: Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed			
	3C: Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients	Strengthen governance processes	Board members each assigned a protected characteristic / staff network to support and promote	June 2024

Patient Equality Team
NHS England and NHS Improvement
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