

Equality Diversity and Inclusion Annual Report

November 2023



Contents

Executive Summary	4
Background	4
The purpose of this report is to:	6
Our Strategic Objectives:	6
Introduction	7
People Plan 2023-2025	8
Equality Diversity and Inclusion	10
Legal Requirements, Legislation and Standards	10
Monitoring and Compliance	12
Governance Reporting Structure	13
Strategic Overview	14
Monitoring and Measuring	14
NHS National Staff Survey	14
The Workforce Race Equality Standard	17
Workforce Disability Equality Standard	20
Gender Pay Gap	23
Addressing Health Inequalities as an Anchor Organisation	27
Looking back over 2022/23	29
Key Priorities and Actions 2023/24	35
Appendix	40
Appendix 1.....	40
Appendix 2.....	41
Appendix 3.....	42

Executive Summary

Background

The Annual Equality Report is a legal requirement and provides an opportunity to update the Board and the public on progress being made towards the development of a culture of inclusion as a service provider and an employer, where all people are valued and respected for their individual differences in accordance with our Trust values.

The report also provides the Board and the public with assurance about the steps taken to meet the Trust's commitment to comply with the Public Sector Equality Duty under the Equality Act 2010, our compliance with equality and diversity requirements of the NHS standard contract, NHS Constitution and CQC criteria.

South Tees Hospitals NHS Foundation Trust is the largest hospital trust in the Tees Valley serving the people of Middlesbrough, Redcar and Cleveland, Hambleton and Richmondshire and beyond.

Our Trust is responsible for services at The James Cook University Hospital in Middlesbrough and the Friarage Hospital in Northallerton as well as community services in Hambleton and Richmondshire, Middlesbrough and Redcar and Cleveland.

We have a workforce of over 10, 000 providing a range of specialist regional services to 1.5 million people in the Tees Valley and parts of Durham, North Yorkshire and Cumbria, with a particular expertise in heart disease, trauma, neurosciences, neonatology, renal services, cancer services and spinal injuries.

In May 2023, South Tees Hospitals NHS Foundation Trust became the first acute hospital trust in England since 2020, to achieve a rating improvement to 'Good' from the Care Quality Commission (CQC) for the care delivered to patients and service users.

This report reflects upon what the Trust has done to support and further embed Equality, Diversity and Inclusion (EDI) both as a healthcare provider and also as an employer. EDI, whilst a legal requirement, is at the heart of what we do because every single person, patients, staff, volunteers and visitors all deserve to be treated with respect, kindness and compassion.

As we embed our restorative practice throughout the Trust we will seek to build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict.

Our Mission

Safety and Quality First

As a clinically led organisation, the safety and wellbeing of our patients and staff, underpinned by the quality of the care we provide, is at the heart of our mission. It is what matters most to people who use our services. Alongside our influence on wider determinants of health, this is our core organising principle.

Our Vision

Empowering our Clinicians

We will continue to empower our clinicians to take the decisions about how we manage our resources and deliver safe, quality care across our hospitals and services for children, adults, families and our communities. In doing so, we will deliver the highest standards of patient-centred healthcare to communities in the Northeast of England, North Yorkshire and beyond.

Trust Commitments and Values

As an NHS organisation, we have both a legal and moral duty to demonstrate fairness and equality to our people, patients and the community. The Trust through engagement with the workforce, have now agreed to a set of values and behaviours. These will support our commitment to equality, diversity and inclusion for both our workforce, patients and communities that we provide healthcare services too. These values and behaviours are:

- **Respectful**

I listen to others without judgement. I promote equality and diversity and treat others as I wish to be treated. By holding myself to account and others to account I demonstrate my professionalism and integrity to my colleagues.

- **Supportive**

I actively listen and seek to enable a shared understanding and build trust. I speak truthfully and openly with sensitivity and act with authenticity. Being part of South Tees requires me to be honest, open, available and ready to help others and myself and acknowledge the contribution of my colleagues.

- **Caring**

I show kindness and empathy to others through the delivery of individual and high-quality care to our patients, families and my colleagues.

The purpose of this report is to:

To provide a strategic overview of the Trusts EDI objectives and highlight the role of the Board and senior leadership in supporting the delivery of these objectives.

To provide an update regarding actions and progress over the last year in relation to the Trust's EDI strategy and objectives.

To provide details regarding the key EDI actions areas for 2022/23.

To provide the Board and senior leaders with assurance regarding the monitoring of EDI objectives.

Our Strategic Objectives:

Our People

- Ensure open and transparent opportunities for all.
- Review people policies and procedures.
- Create a diverse and inclusive culture.
- To keep our colleagues safe and well at work.
- Embed Restorative Practice throughout the Trust.

Our Patients and Community

- Increase the Trust's engagement with patients and the public across all protected characteristics groups.
- Improve the experience of people using our services.
- Ensure all patient records are flagged with their accessible information requirements that meet the individual's needs.

Introduction

South Tees Hospitals NHS Foundation Trust is committed to deliver on our shared vision and aims in partnership with our people, patients and communities.

Our EDI strategy within the Trusts People Plan demonstrates our commitment to ensure our workforce is representative of the communities that we serve. It recognises the contribution of all colleagues and aims to be supportive, fair and free from discrimination, ensuring there is psychological safety for all.

As we work within the NHS Equality Delivery System (EDS), we are committed to address inequalities for our people, patients and our community with real purpose and action. We value the diversity of our people and commit to developing and sustaining an inclusive and compassionate workplace. For our patients and community, we want to ensure our services will be accessible and truly inclusive to all.

The Trust recognises through both our staff and patient survey results that there can be a difference in experience and outcomes for certain groups of staff and patients. We are therefore committed to bringing about the necessary change to ensure everyone is treated fairly and has as positive an experience and outcome as possible.

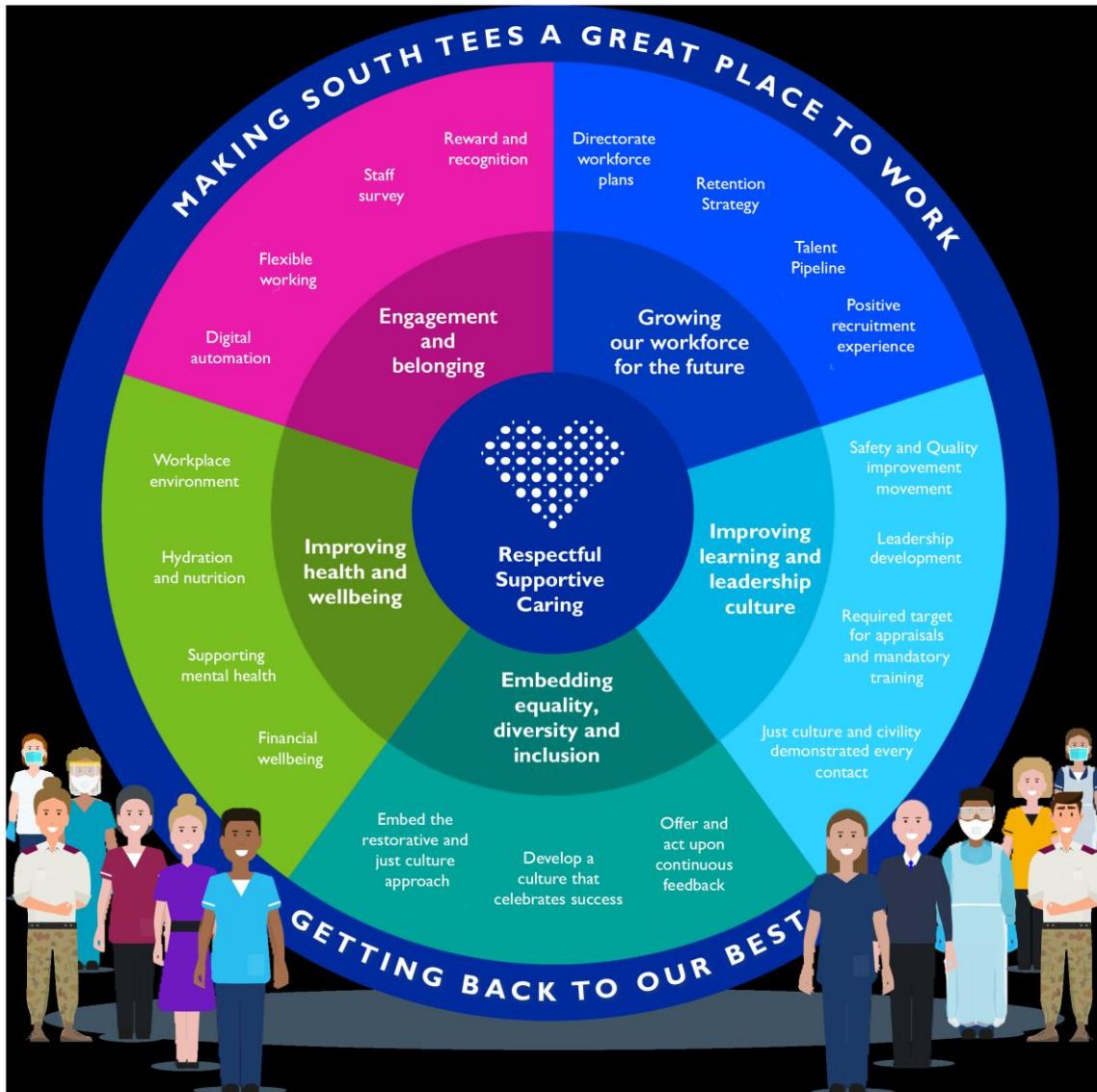
By building a workforce that is truly representative of the local communities that we serve, we increase the talent pool from which we recruit, and build services that are responsive to the needs of the local communities.

We also link back our EDI priorities to what we have been told in our staff survey and our Workforce Racial Equality Report and Workforce Disability Equality Report. This work also connects with the work that supports the NHS Equality, Diversity and Inclusion Plan, the NHS Long Term Plan, the Future of HR and OD vision and our improvement plan to make this Trust an outstanding organisation.

Whilst EDI has a dedicated domain within our People Plan, it is a golden thread that is woven into all of the domains to ensure that it remains a key priority throughout the organisation and the communities that we serve.

Thank you to all colleagues who have contributed to this report and our deepest gratitude to our staff, patients, volunteers and wider community for all your contribution in raising awareness and making South Tees an inclusive place to work, celebrating our diversity and promoting open and equitable opportunities for all.

People Plan 2023-2025



Embedding Equality, Diversity and Inclusion

Our People

- Support our workforce plan attracting and retaining a diverse workforce.
- Ensure a fair and consistent approach to recruitment selection and promotion.
- Support the development of a diverse talent management pipeline.
- Encourage staff to speak out and address individual experiences, increasing staff morale.
- Improve staff engagement with EDI and create awareness of bias.
- Improved staff health and well-being.
- Lower levels of sickness and absence.
- Increase innovation among individual staff and teams.

Our Patients and Community

- Enable services that are commissioned, procured, designed and delivered to meet the health needs of our diverse local communities.
- Ensure that people's individual health needs are assessed and met, in appropriate and effective ways.
- Ensure that patient safety is prioritised, and they are free from mistakes, mistreatment and abuse.
- Encourage that screening, vaccination and other health promotion services reach and benefit all local communities.
- Enable fair and equal access to hospital, community health or primary care services.
- Ensure that people are informed and supported to be as involved as they wish to be in decisions about their care.
- Encourage people to report both positive and negative experiences about our services which are then handled respectfully and efficiently.

Equality Diversity and Inclusion

Equality is about fair treatment, and we believe that employment and our services should be accessible to all. Everyone has individual needs and the right to have those needs respected.

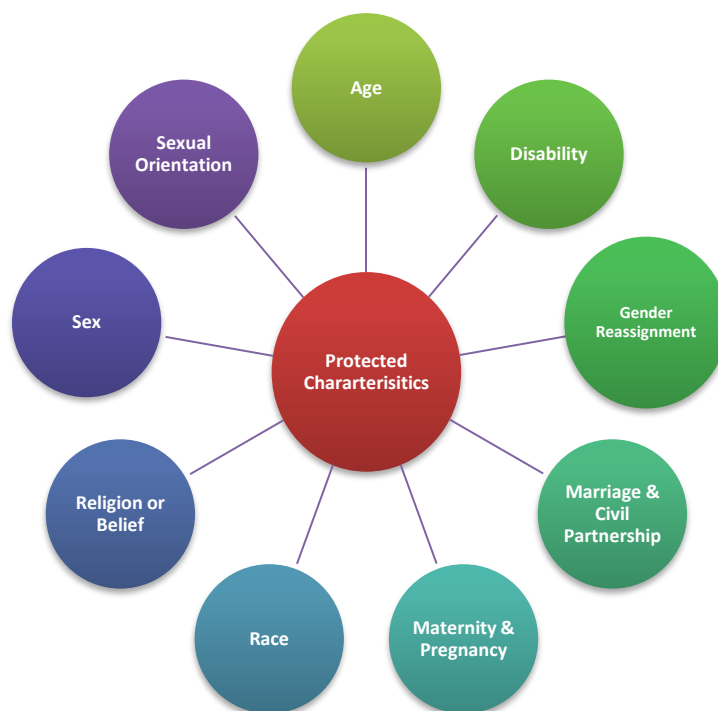
Diversity is about respecting difference and can include individuals and groups with varying backgrounds, experiences, perceptions, values and beliefs. It is important that we understand, value and respect those differences.

Inclusion is about recognising and valuing the differences we each bring, creating an environment where everyone can be their true selves and has equal access to services, opportunities, resources and can contribute to the organisation's success.

Legal Requirements, Legislation and Standards

As an NHS Trust and provider of public services there a number of legal requirements, national standards and contractual obligations that we must meet in relation to EDI, the mains ones are:

The Equality Act 2010 which outlaws' discrimination based on access to goods and services as well as employment, on the basis of nine protected characteristics.



Public Sector Equality Duty has three aims to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010.
- Advanced equality of opportunity for people in protected characteristic groups, this includes removing/minimising disadvantages suffered as a result of a protected characteristic, taking steps to meet different needs, and enabling participation in activities where participation is disproportionately low.
- Foster good relations between people from different groups, this includes tackling prejudice and raising understanding.

Health and Social Care Act 2012 introduced the first legal duty duties about health inequalities and specified duties for health bodies to have due regard to reducing health inequalities between the people of England.

Human Rights Act 1998 sets out the fundamental rights and freedoms that everyone in the UK is entitled to and requires all public bodies carrying out public functions to respect and protect human rights. The aim is that all people are treated with dignity, respect, equality, fairness and autonomy.

Accessible Information Standard sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of patients, service users, carers and parents with a disability, impairment or sensory loss.

Gender Pay Gap became mandatory for all public sector employers with more than 250 employees to measure and publish their gender pay gap.

Equality Delivery System is a framework for NHS organisations to continuously improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS.

The Workforce Race Equality Scheme (WRES) requires NHS organisations to report on nine indicators of race equality and to agree actions to ensure employees from Black and minority ethnic backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

The Workforce Disability Equality Standard (WDES) requires NHS organisations to report on indicators of disability and to agree actions to ensure disabled employees have equal access to career opportunities and receive fair treatment in the workplace.

Sexual Orientation Monitoring Information Standard provides a consistent mechanism for recording the sexual orientation of all patients/service users aged 16 years and above across all health services in England.

The NHS Standard Contract Section 13 Equity of Access, Equality and Non-Discrimination outlines standards and requirements that must be adhered to ensure NHS services promote equality and address health inequalities.

Monitoring and Compliance

Public Sector Equality Duty (PSED)

The duty applies to all nine areas of discrimination listed in the Equality Act 2010.

As part of the Public Sector Equality duty the Trust publishes this annual report to demonstrate progress and further areas of development. Following approval, the annual report will be available on the Trust website.

Equality Delivery System (EDS2)

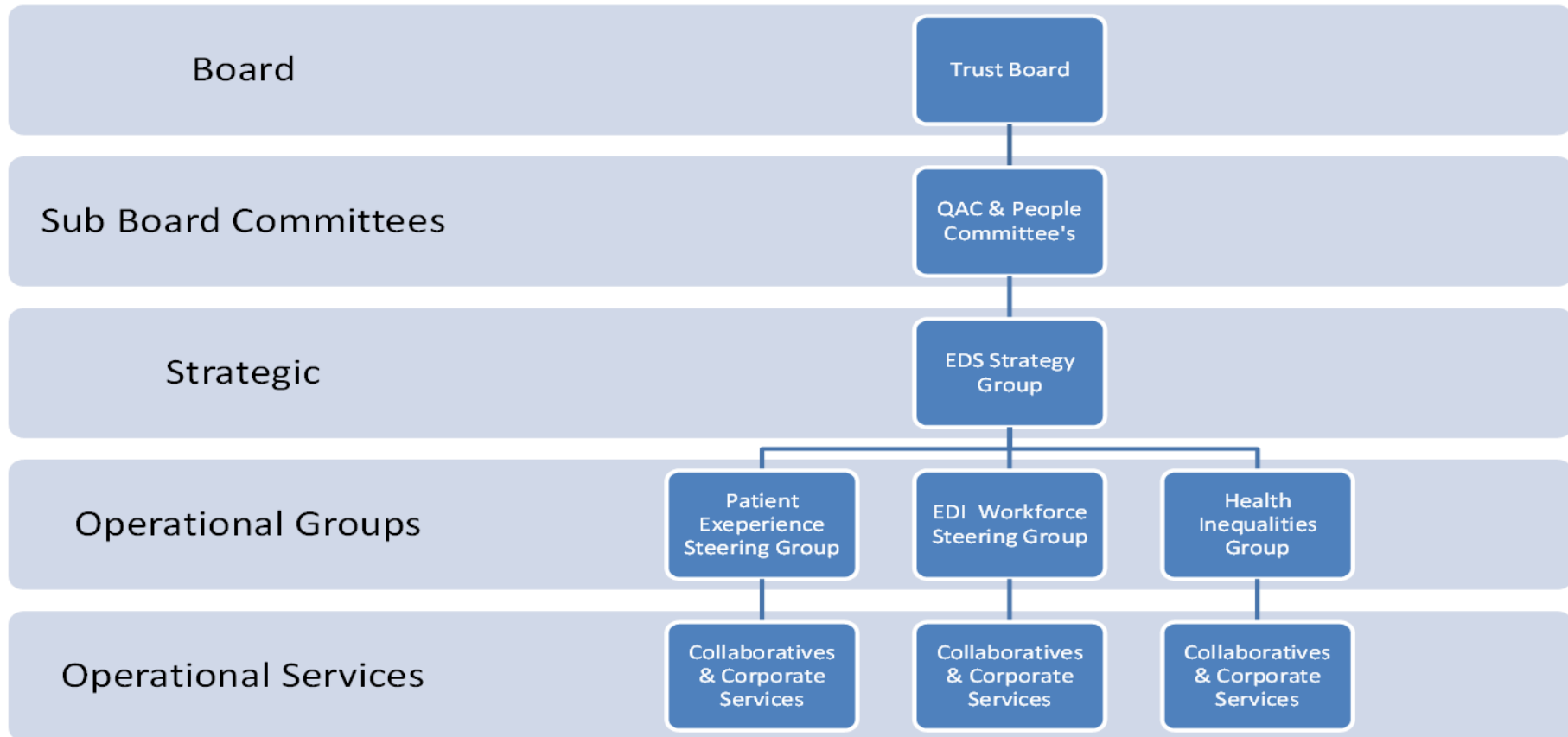
The EDS is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. The NHS developed the EDS, taking inspiration from existing work and good practice. The EDS forms part of the NHS standard contract.

The main purpose of the EDS was, and remains, to help local NHS organisations, in discussion with local partners including local populations, review and improve their performance for people with characteristics protected by the Equality Act 2010. By using the EDS, NHS organisations can also deliver on its Public Sector Equality Duty.

The objectives of the EDS are:

- Better Health Outcomes
- Improved Patient Access and Experience
- A represented and supported workforce
- Inclusive leadership

Governance Reporting Structure



Strategic Overview

The Trust's Strategic Aims are:

- Deliver Excellence in Patient Outcomes and Experience.
- Deliver Excellence in Employee Experience to be seen as an employer of choice.

The Trust's Workforce EDI strategic objectives are:

Our People

Through our equality, diversity and inclusion initiatives we will look to promote our values at every opportunity and specifically to engender a sense of belonging for all by creating an environment where we value unique differences.

We will embrace diversity and promote inclusion. We will strive to ensure our workforce is representative of the communities that we serve and recognises the contribution of all colleagues and is supportive, fair and free from discrimination and ensure there is psychological safety for all.

- Ensure open and transparent opportunities for all.
- Review people policies and procedures
- Create diverse and inclusive culture.
- To keep our colleagues safe and well at work

Our Patients and Community

Equality and diversity are an important aspect of respect in caring for our patients and working with others as part of our role in ensuring the delivery of a high standard of care to patients.

The NHS Constitution outlines that staff have a duty not to discriminate against patients and to adhere to equal opportunities and equality and human rights legislation.

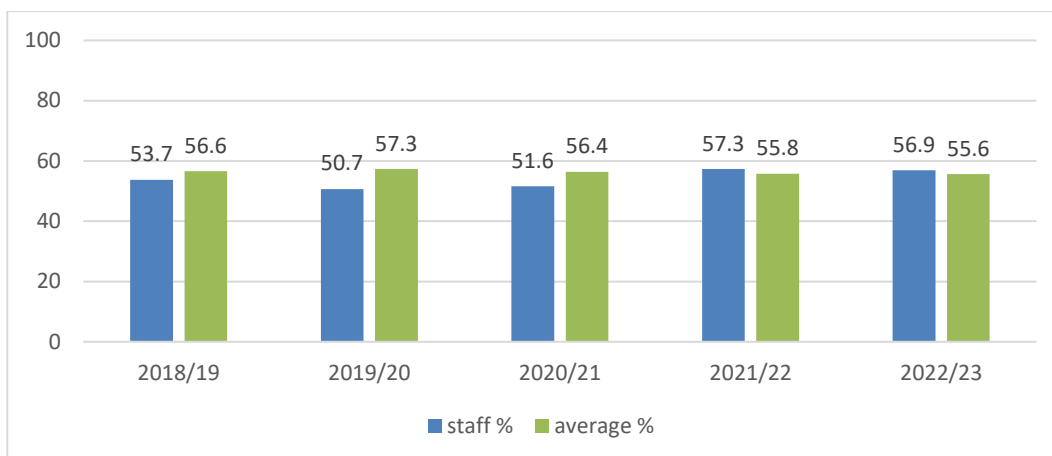
- Increase the Trust's engagement with patients and the public across all protected characteristics groups.
- Improve the experience of people using our services.
- Ensure all patient records are flagged with their accessible information requirements that meet the individual needs.

Monitoring and Measuring

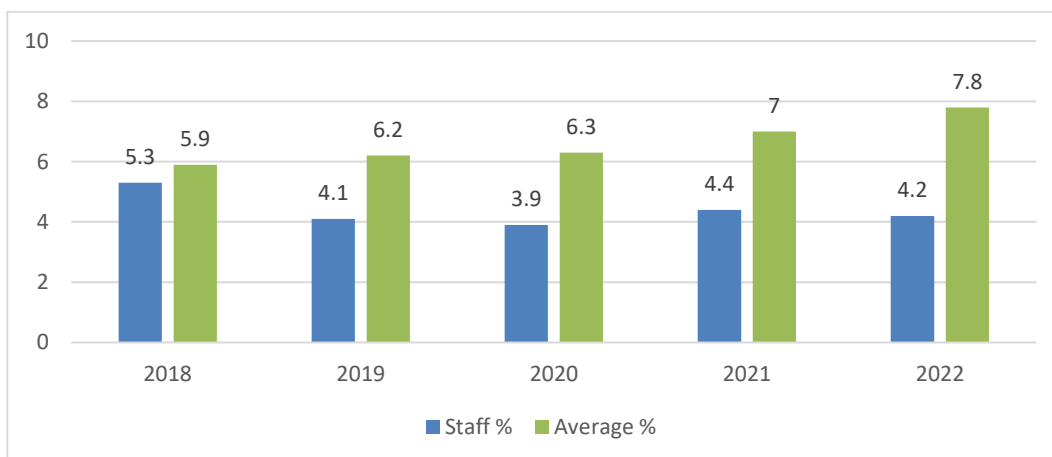
NHS National Staff Survey

In autumn 2022 the staff survey was undertaken across the Trust and achieved a response rate of 35%. The staff survey looks at Racial Equality and Disability Equality but we have also included reference to the gender pay gap. Overall we have looked at the following indicators from the staff survey that focused on compassion and inclusion (diversity and equality).

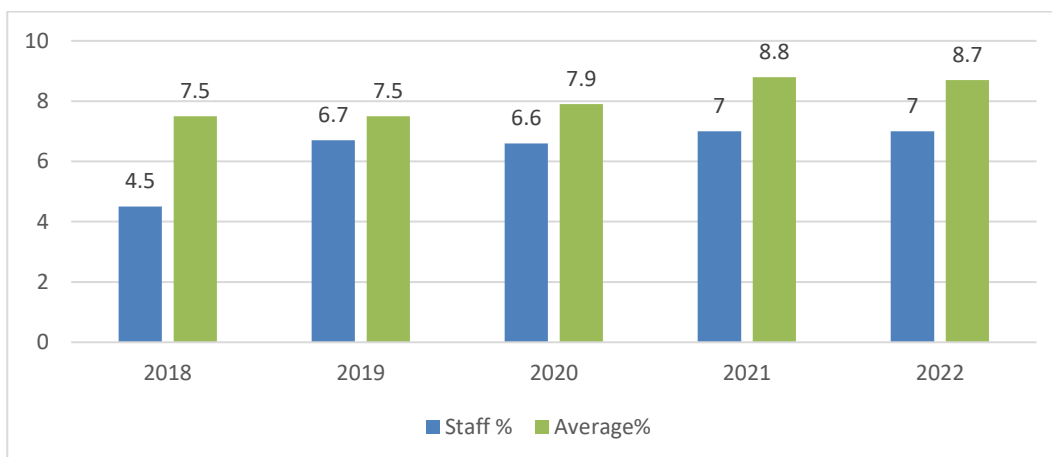
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age? (Q15)



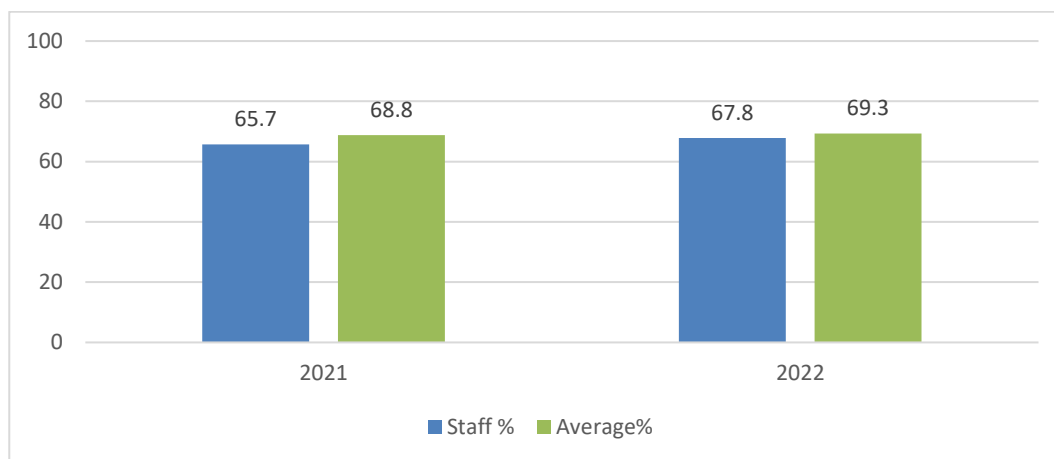
In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public? (Q16a)



In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues? (Q16b)



My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc. (Q20)



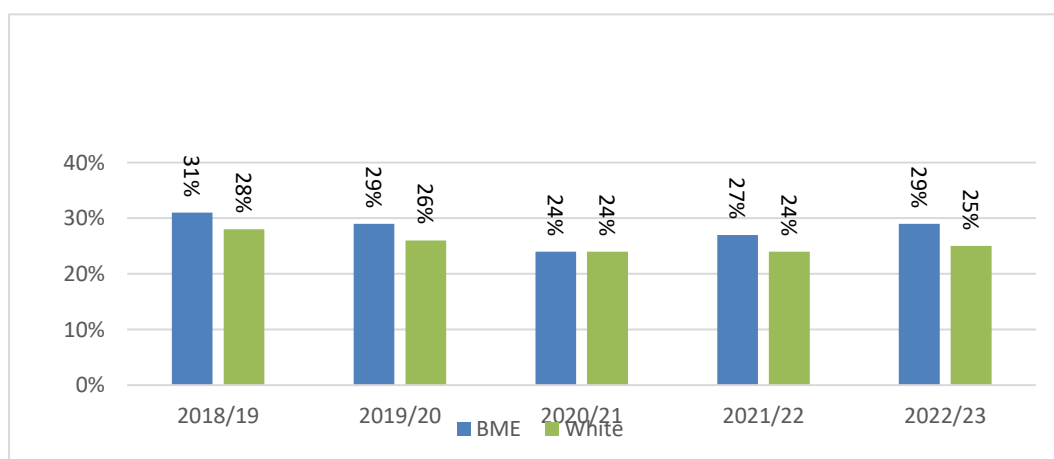
A staff survey action plan was developed with staff side colleagues and presented to the Board. In addition to this over the last reporting year of 2022/23 the Trust have undertaken the following actions to address the feedback from our people:

- Each Collaborative, Corporate and Clinical Service area have developed and delivered an action plan to address areas identified in the staff survey that require improvement, reporting into the People Committee with the latest update being provided in October 2023.
- Restorative and Just Learning Culture is being embedded into the organisation with training through an e-learning package and face to face sessions being delivered throughout the Trust.
- The OD team have developed and delivered programmes that enable managers and their teams to better understand team and individual actions relating to values and behaviours.
- The EDI Workforce Steering Group / Staff EDI Network Groups have reviewed the staff survey data along with other data sources to inform and influence action planning.

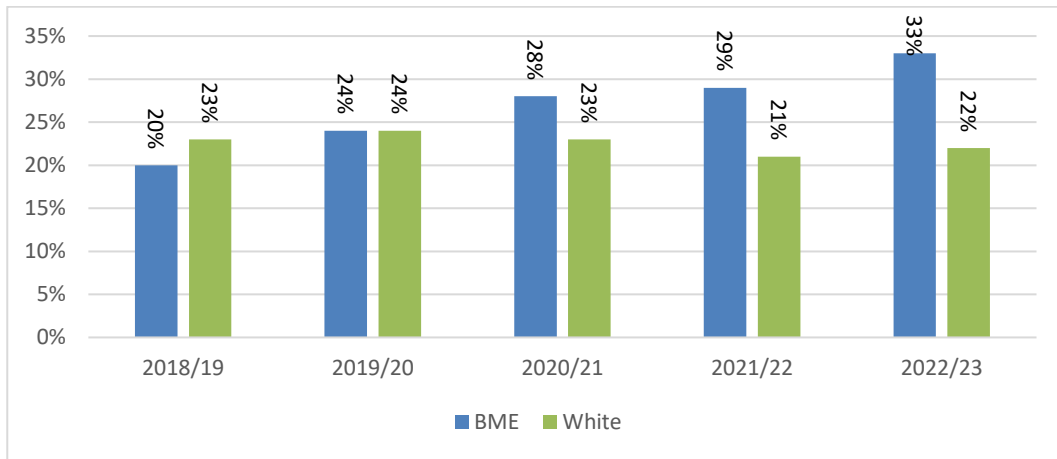
The Workforce Race Equality Standard

- The annual national reporting of the Workforce Race Equality Standard (WRES) reviews the treatment of BAME staff in NHS organisations, measured across nine key metrics including representation, experience of discrimination and access to senior roles.
- The WRES is integrated as part of the South Tees Hospitals NHS Foundation Trust People Plan through the Equality Diversity and Inclusion (EDI) strategic aims, objectives and action plan. Current workforce data is captured for five of the metrics and data for four metrics is taken from the NHS National Staff Survey.
- There has been a slight increase in the number of BAME staff employed by the Trust - an increase of 1.45% to 11.44%. Overall BAME representation remains broadly representative of the BAME communities in the Northeast, but not across all grades.
- Differences in the experience in the workplace have been identified with bullying and harassment by colleagues and line managers being significantly higher for our BAME workforce.
- BAME at Board level is underrepresented at 7.69%, as compared to the overall BAME workforce of 11.43%
- Racial disparity is showing as not significant for non-clinical staff but in the clinical group there is a 1.99 disparity for Bands 5 and under and also a 2.72 degree of disparity for Bands 8a and above.
- Findings show that it at Band 6 for clinical staff where BME underrepresentation begins which is representative of the national picture.
- Consultants are where BME underrepresentation commences for medical staff which is in alignment with the national overview.

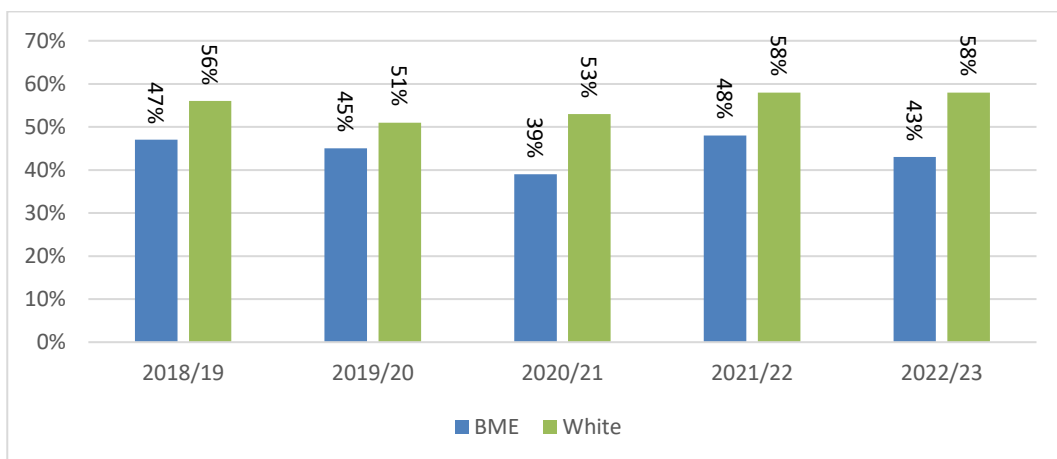
Percentage of staff who experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months (Metric 5)



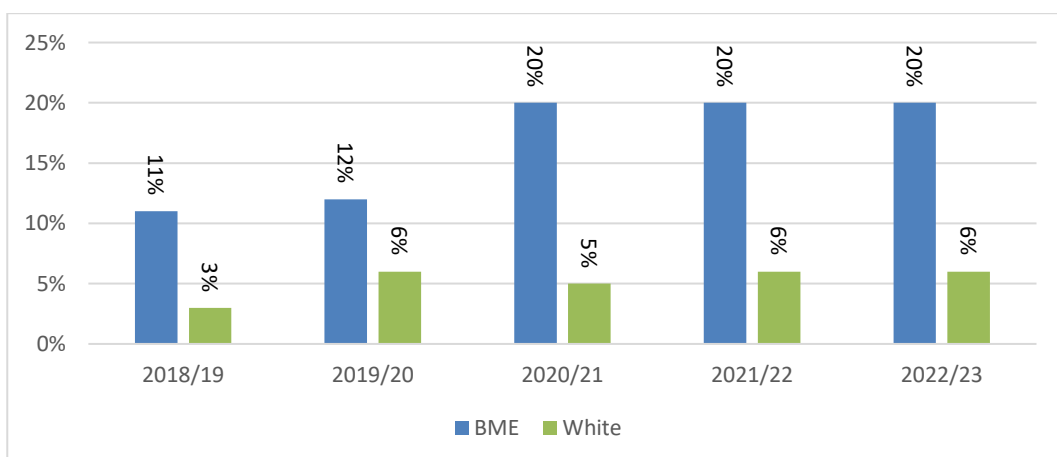
The percentage of BME staff compared to white staff experiencing harassment, bullying or abuse from staff in last 12 months (Metric 6)



The percentage of staff who believed that the trust provided equal opportunities for career progression or promotion (Metric 7)



The percentage of staff who personally experienced discrimination at work from a manager, team leader or other colleague (Metric 8)



Progress to Date

- Working with an external organisation, we invited all BAME colleagues to discovery interviews to hear about their experiences of and views on recruitment, belonging, support with lived experiences and engagement. The desire for a better workplace experience was conveyed from those that had attended alongside better more inclusive leadership. The recommendations from these interviews have been aligned with our actions detailed below.
- A reciprocal mentorship pilot was undertaken to further engage and learn from our BAME colleagues.
- EDI Training took place to support the senior leadership team, network leads and trainers in raising awareness and learning about the EDI agenda.
- Implementation of a restorative and just culture approach across the organisation took place. This restorative practice along with our Civility Training is intended to reduce bullying, harassment and discrimination across the organisation.

Key Priorities and Actions 2023/24

- Ethnicity declaration has increased by 1.49% with 1145 colleagues declared as BME. The number of staff who did not declare their ethnicity has reduced by 0.6% with 294 staff wishing not to disclose. HR Business Partners will continue to improve self-declaration as part of the HRBP strategy.
- Continue to ensure that all managers and staff who participate in recruitment and selection processes undertake recruitment & selection and unconscious bias training.
- EDI Training will be delivered as part of the Management Essentials Programme.
- Continue the Reciprocal Mentoring Programme to increase understanding of issues related to race to inform and improve future decision making of senior leaders across all systems and processes, to improve EDI for both staff and patients.
- Continue to develop and grow the BAME Staff Network.
- Review the disciplinary, grievance and dignity at work policies to fully integrate a restorative just culture approach.
- To better enhance access to career progression, training, and development opportunities we will review our values-based recruitment by embedding a structured interview template which aims to reduce bias and ensure that every candidate has an equal opportunity for development and progression.

- Implementation of a restorative and just culture approach across the organisation is now taking place ensuring that a training package is available for managers and all People policies will be updated to reflect this restorative just culture approach. This restorative practice along with our Civility Training is intended to reduce bullying, harassment and discrimination across the organisation.
- To support year-on-year improvement in race and disability representation, we will actively analyse our staff survey data by comparing the experiences of our BME and white colleagues. The themes of bullying and harassment and discrimination have been identified as high priority areas for improvement and focus. Our other area of focus will be personal development and progression and how we can support BME colleagues to access all opportunities.

Workforce Disability Equality Standard

The Workforce Disability Equality Standard (WDES) is a standard that uses a series of measures (metrics) to help improve the experiences of disabled staff in the NHS. The ten evidence-based metrics enable NHS organisations to compare the reported outcomes and experiences of disabled with non-disabled staff.

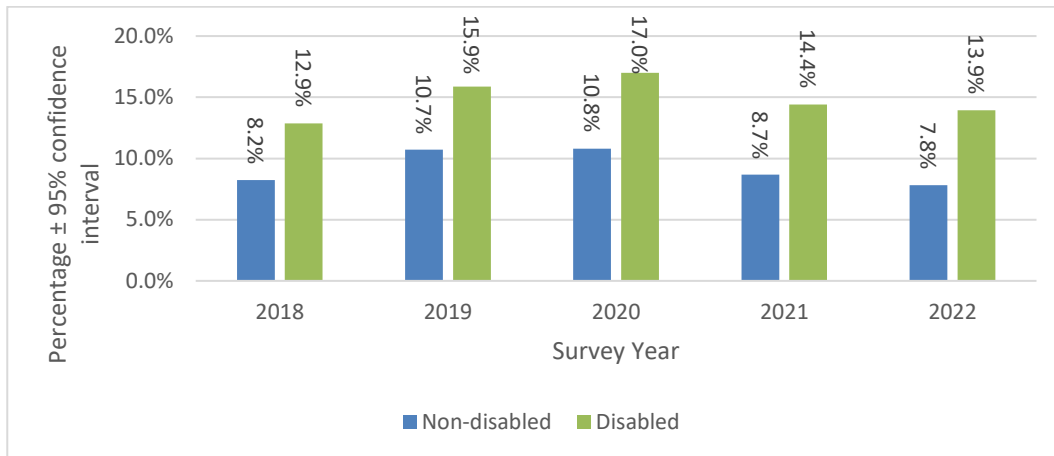
The percentage of staff experiencing harassment, bullying or abuse in last 12 months was significantly higher for our disabled colleagues and remains a priority for the Trust. Further analysis of reported cases will be undertaken and working with our FTSU guardians we will look at themes that may be occurring and how we can continue to work to decrease this. Staff are required to log all incidents through DATIX. The Keeping Staff safe group review, on a monthly basis, by themes and trends and escalate as appropriate for further action. We will further develop the staff safety group to reduce and eliminate incidents and improve staff safety from aggression and violence.

There has been an increase in staff who have declared their disability status to 4.57%. The national figure is currently at 16%. Those who have not declared is lower than previous years but there are still 20.18% of staff who are not declaring their status.

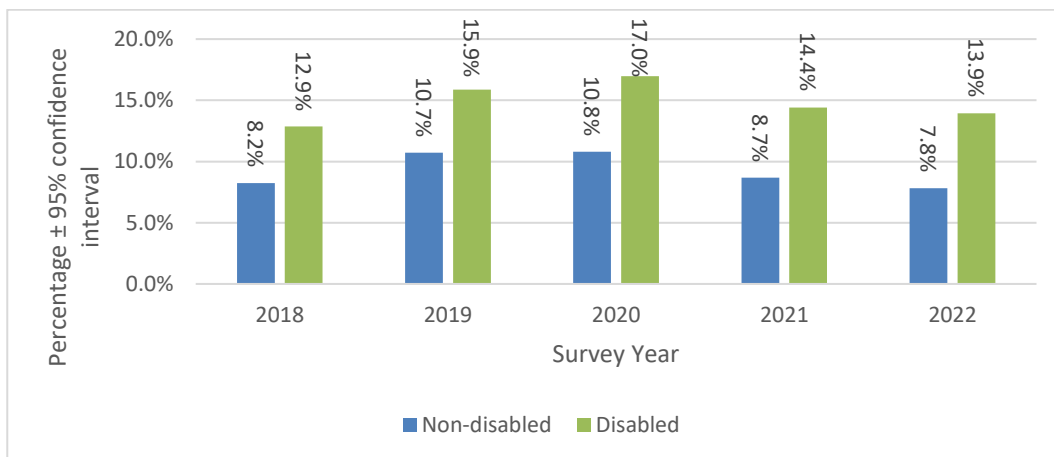
The percentage of staff satisfied with the extent to which their organisation values their work was lower for Disabled staff (34.2%) than for non-disabled staff (39.8%). This is a small increase from last year and has seen a consistent and gradual increase from 2019.

Our Disability and Long-Term Health Network has supported with the review of the well-being and attendance policy.

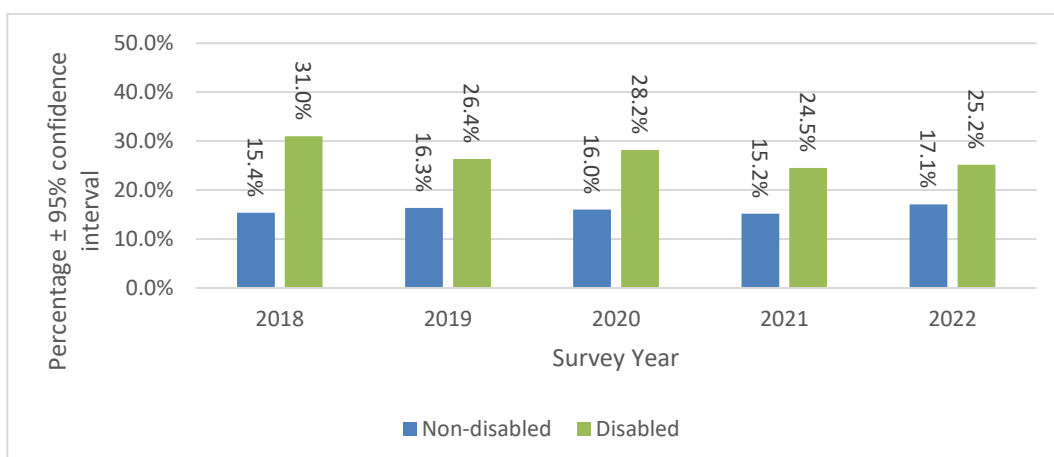
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months. (Metric 4a)



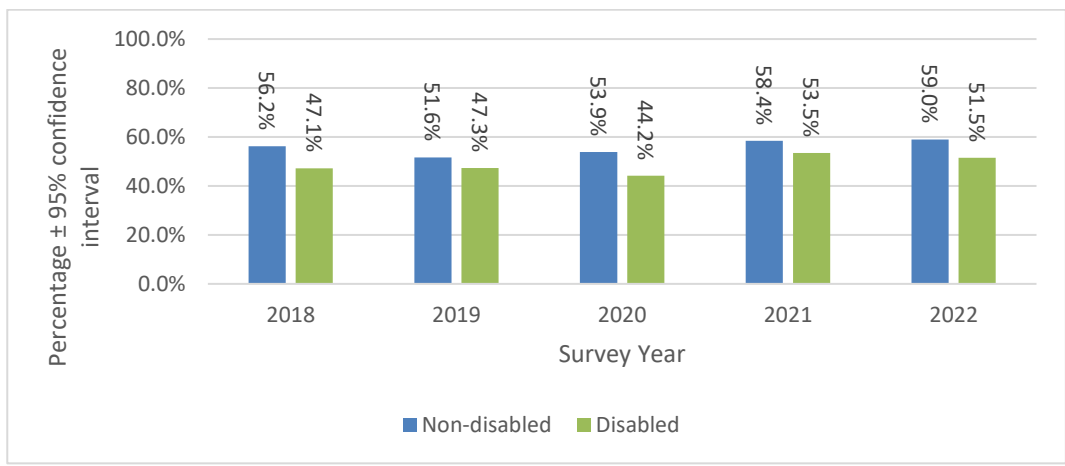
Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from managers in the last 12 months. (Metric 4b)



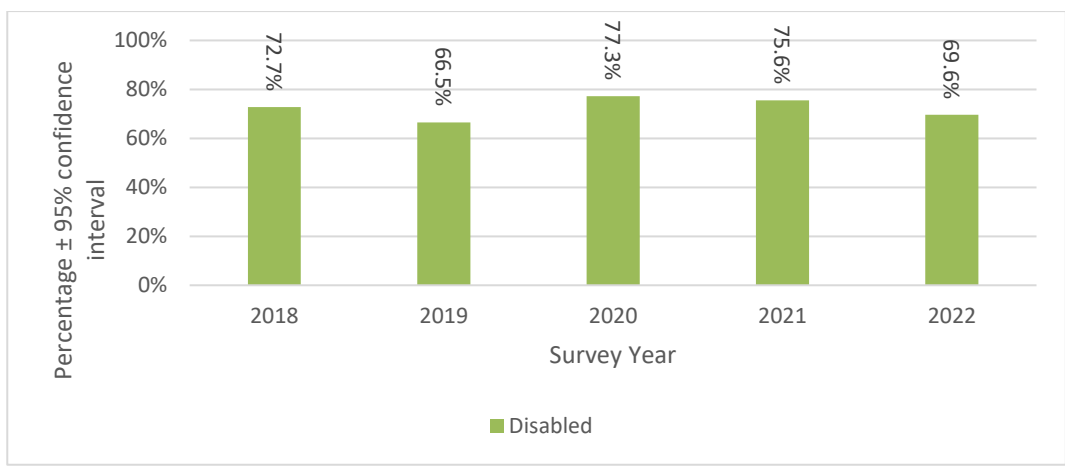
Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from colleagues in the last 12 months. (Metric 4c)



Percentage of disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion. (Metric 5)



Percentage of disabled staff saying their employer has made reasonable adjustment(s) to enable them to carry out their work. (Metric 8)



Key Priorities and Actions 2023/24

These have been identified as key priority areas compared to the national average.

Priority Metric	Trust	National Average
Metric 10: Disabled representation on the board	0.0%	5.7%
Metric 2: Likelihood of appointment from shortlisting	1.31	0.99
Metric 8: Reasonable adjustments	69.6%	73.4%

Implementation of a restorative and just culture approach across the organisation is now taking place ensuring that a training package is available for managers and all People policies will be updated to reflect this restorative just culture approach. This restorative practice, along with our Civility Training, is intended to reduce bullying, harassment and discrimination across the organisation.

The Trust's attendance management policy is currently under review and will incorporate comprehensive guidance for all managers to be able to support colleagues who request help with a disability or long-term health condition.

To better enhance access to career progression, training and development opportunities, we will review our values-based recruitment by embedding a structured interview template which aims to reduce bias and ensure that every candidate has an equal opportunity for development and progression.

We will review our access to career progression, training and development opportunities.

We will continue to review data by protected characteristic on bullying, harassment, discrimination and violence and work proactively to eliminate these from the workplace through the actions identified above.

We will continue to deliver our unconscious bias training and this will be further enhanced by detailed EDI training that will be part of our Management Essential Programme.

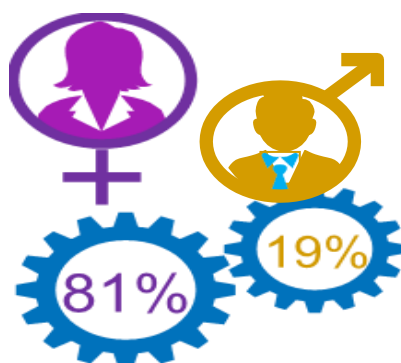
Bespoke cohorted leadership and management training programmes will be delivered which are specifically targeted at senior medical and operational staff to develop a cultural baseline skillset.

We have developed training to raise awareness about neuro diversity which is now available for staff.

Gender Pay Gap

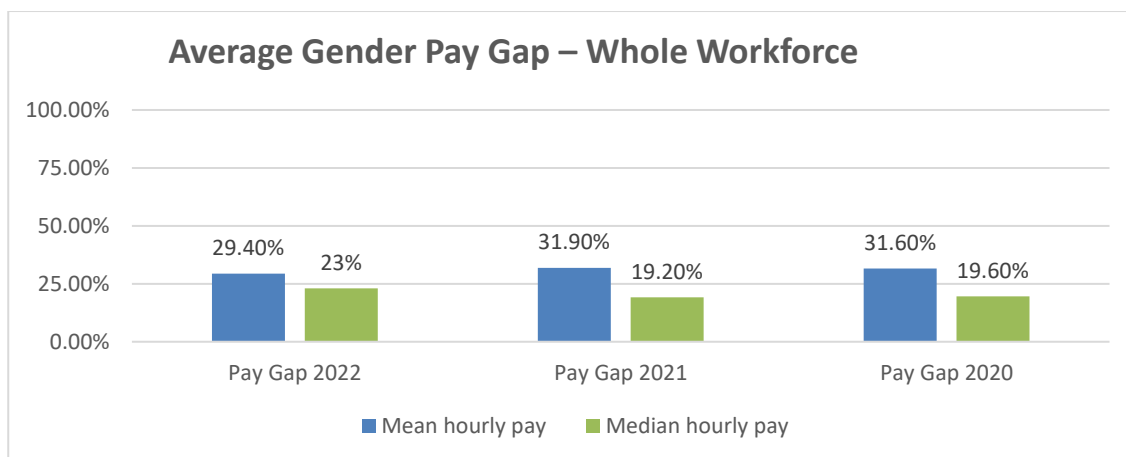
Every job at STHFT is evaluated and placed within a grade. Grades vary by level of responsibility and each grade has a specific pay range and both clinical and non-clinical staff will progress through the pay range as staff develop with their careers. Some of our employees are appointed on fixed rate salary such as our apprentices.

Analysis of our internal equality data indicates that 81.1% of our workforce are women and 18.9% of our workforce are men.



Our Trust Gender Profile

	NHS		Trust		Trust Medical Staff		Trust AFC Staff	
Year	Female	Male	Female	Male	Female	Male	Female	Male
2022	76.37%	23.63%	81.14%	18.86%	35.59%	64.41%	86.21%	13.79%
2021	76.63%	23.37%	82.37%	17.63%	36.41%	63.59%	86.70%	13.30%
Difference	-0.26%	0.26%	-1.23%	1.23%	-0.82%	0.82%	-0.49%	0.49%



Profile	Male 2022	Female 2022	Pay Gap 2022	Male 2021	Female 2021	Pay Gap 2021	Male 2020	Female 2020	Pay Gap 2020
Mean hourly pay	£20.96	£14.81	29.40%	£20.82	£14.18	31.90%	£20.21	£13.83	31.60%
Median hourly pay	£16.52	£12.72	23%	£18.41	£14.87	19.20%	£18.03	£14.50	19.60%

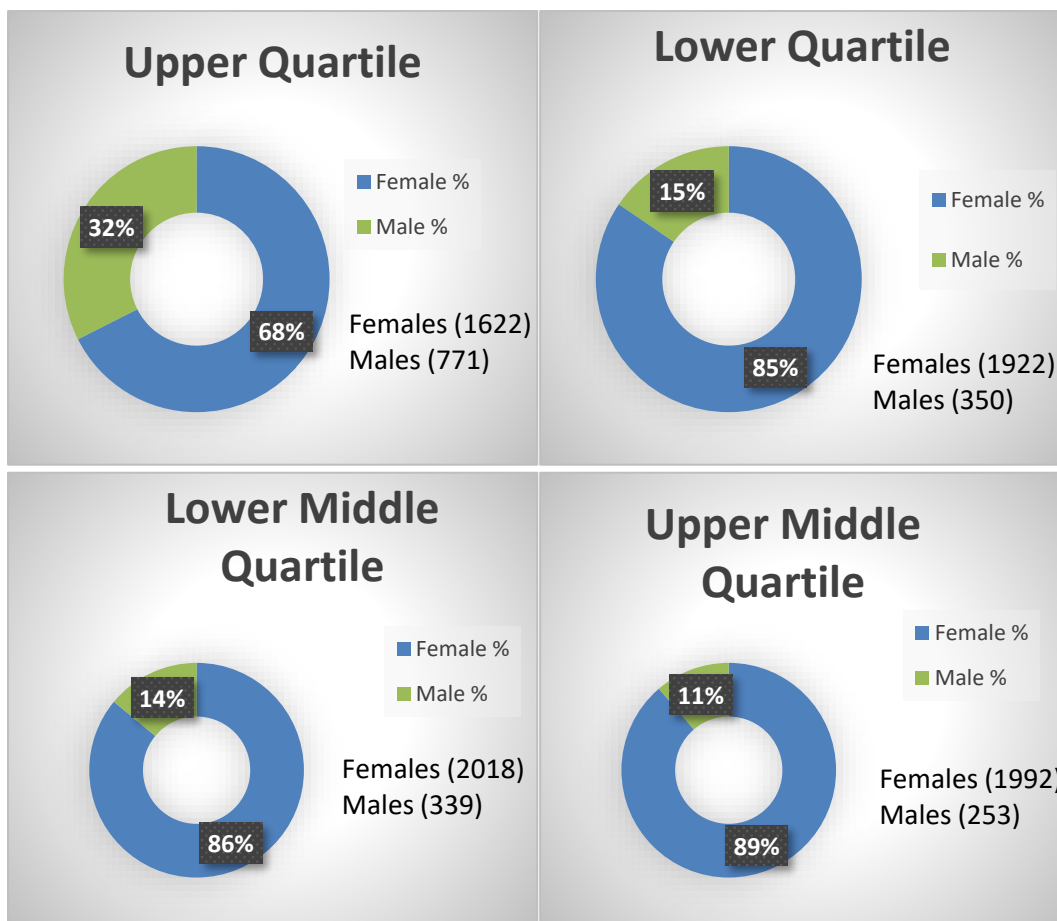
Our mean gender pay gap is 29.4% and is calculated on the basis of earnings as at the pay period which includes the 31 March 2022. This is a reduction of the mean pay gap of 2.5% for the same period in 2021.

Our median gender pay gap is 23% which is an increase of 3.8% for the same period in 2021. This suggests that our pay gap continues to be impacted by the highest earners in the organisation who are male.

We aim to achieve a gender balance across our workforce as a whole, as well as at the most senior levels within our Trust. This will make a significant contribution to the reduction in gender pay gaps and gender occupational segregation across some of our staff groups.

Pay Distribution by Quartile

This measures the proportion of men and women in each pay quartile. 81% of our workforce are women which is reflective of the national NHS as a workforce which is 76% (source: NHS Employers 2022). The infographic shows the proportion of men and women employees within our workforce as of 31 March 2022, divided into the band quartiles: lower, lower middle, upper middle and upper. In order to complete calculations STHFT is required to list all employees along with their gender in order of lowest hourly to highest hourly rate of pay



The main reason for the gender pay gap is an in-balance in the numbers of men and women across the whole workforce and a 32% pay gap in the upper quartile.

The Medical Consultant workforce predominantly consists of men (70%) and Consultants are the highest paid group of staff - this difference is influencing the gender pay gap. We expect that this will change over time as there is an increasing number of women joining the organisation in the Medical & Dental profession.

Progress to Date

Increase % of female Medical & Dental staff aged 45 and under is now 43% in 2022 versus 25% female Medical & Dental staff over the age of 46, placing STHFT in a strong position to influence gender ratios at consultant grade in the future.

Provided coaching support to support career progression for senior female medical staff.

Created and developed a STHFT approach to flexible working.

Developed a support network group for women going through the menopause which may help to retain more women in the older age range, especially those who may be able to progress into the upper quartile pay category.

Key Priorities and Actions 2023/24

Ensure all members of senior recruitment and selection panels have undertaken the management essentials recruitment and selection module.

Address any gender issues within our workforce plans and talent pipeline and actively promote participation in the Leadership Development Programmes in areas where there is a disproportionate gender imbalance or occupational gender segregation.

Design and conduct a series of focus groups with women doctors to identify and understand any barriers to career progression.

Explore and develop any interest in a Women in Medicine Network.

Continue to roll out unconscious bias training for both managers and staff.

Addressing Health Inequalities as an Anchor Organisation

Healthcare only accounts for around **10%** of a population's health



Anchor organisations are rooted in a place, with strong ties to the area in which they operate and large enough to make a significant contribution to the local economy through their purchasing power. They exert a substantial draw on local people for work and training, beyond just the services they provide.

An overview of our workplan as an Anchor Organisation.

Widening access to quality work: Being a good inclusive employer, paying people the real living wage and creating opportunities for local communities to develop skills and access jobs in health and care especially those experiencing inequalities.

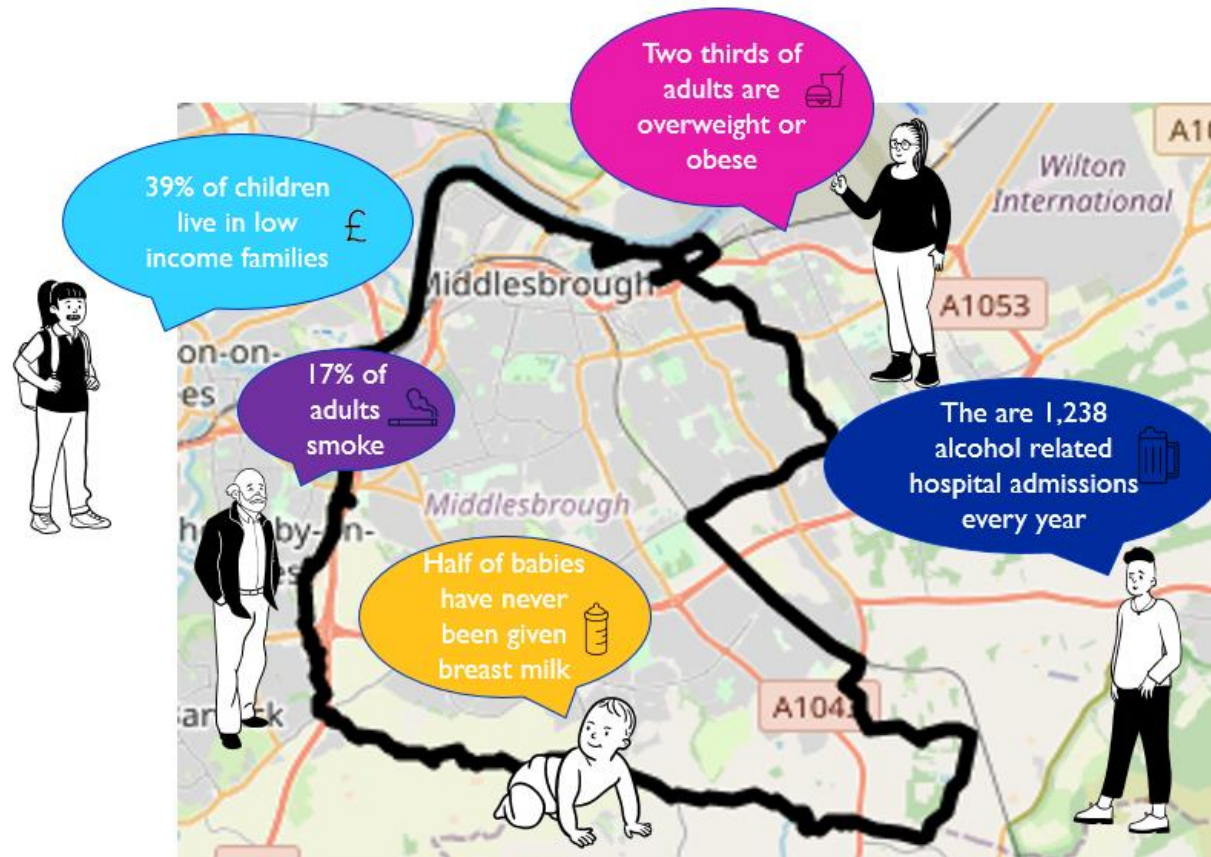
Purchasing for social benefit: Purchasing supplies and services from organisations that embed social value to make positive environmental, social and economic impacts.

Using buildings and spaces to support communities: Widening access to community spaces, working with partners to support high-quality, affordable housing and supporting the local economy and regeneration.

Reducing our environmental impact: Taking action to reduce carbon emissions and consumption, reduce waste and protect and enhance the natural environment.

Working closely with communities and local partners: Collaborating with communities to help address local priorities, build on their energy and skills; and work with other anchors and partners to increase and scale impact.

Our population- health risk factors and outcomes



Looking back over 2022/23

We have continued to embed a restorative and just culture throughout the organisation. We have also developed a pool of restorative facilitators and mediators which will support the restorative pathway which is now being implemented. Engagement and raising awareness have been key priorities and we now are progressing to training and deeper implementation.

Continued to improve our recruitment & selection processes to ensure fairness and equality.

We are reviewing and improving HR policies and procedures to ensure they are free from bias.

We continued to ensure we provided equal access to learning and development opportunities for all and have taken positive action to enable equal opportunity to underrepresented groups.

Patient Experience

The Patient Experience Steering Group has membership of both internal and external stakeholders and partners. There is an annual cycle of business, which is well established to enable transparent engagement across a range of issues that affect our patients, their carer's, families and our community. The aim is to identify areas for improvement and learning. There is a significant focus linked to enabling equality of access to services that meet the individual diverse needs of the patient or service user.

Following on from the published strategy, a patient involvement bank is established and patients are signed up to the bank to be involved in developmental work. Patients participated in the coproduction of the patient experience and involvement strategy and the mental health strategy.

As part of the quality improvement programme, the patient experience strategy has been approved and aims to ensure that we always treat our patients with dignity and respect, support their right to share experiences of good and poor care, raising concerns where they feel necessary. Listen to their experiences of care and understand their perspective and involve them in the investigations.

The Accessible Information Standard policy sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of patients, service users, carers and parents with a disability, impairment or sensory loss.

Patient Safety Incident Response Framework (PSIRF)

A soft launch of the Patient Safety Incident Response Framework commenced in September 2023.

To further support the work around compassionate engagement, which is a key pillar of the framework, family liaison officers and restorative facilitators have been trained and collaborate closely with patients and colleagues involved in any adverse event to ensure that all are supported and included in the review process.

Better Health Outcomes

The development of a state-of-the-art surgical hub at the Friarage Hospital, to almost double the number of planned operations it carries out each year from 5,000 to 10,000 has commenced with a completion date of April 2025.

The Urgent Treatment construction has started with a completion date of March 2024.

Full equality impact assessments and sustainability assessments are included in the planning and development of all new builds.

A Represented and Supported Workforce

The second #LoveAdmin events took place to celebrate the contribution made by our administrative colleagues.

We gained silver accreditation for the Better Health at Work Award

We have dedicated resources available in the libraries to support colleagues who require support with dyslexia. There are now trained and accredited colleagues who are also available to collaborate with colleagues who may require some additional support.

Inclusive Leadership

EDI leadership training was commissioned and delivered to the Senior leadership Team, Network leads and training facilitators.

Two further network development sessions were held in October and November 2023

The Reciprocal mentorship programme has been reviewed and will recommence early in 2024 with further supervision and support being provided.

Our Patient Safety days provide an opportunity for all colleagues to network and share ideas, good practice and area of concern around patient care and are held off site to provide an inclusive multi-professional learning environment for all involved. The latest conference was held in November 2023 focusing on celebrating medical excellence including working out of your comfort zone, reflection on covid and its impact, differential attainment and global medical leadership.

Leadership Training is provided by the STRIVE Leadership Team with a focus on compassionate and inclusive leadership. We also have commissioned external providers to deliver intensive and comprehensive training which encompasses our values and our restorative approach.

The Civility Saves Lives training and Human Factors training also offer further insight and connection to making South Tees a great place to work for all colleagues.

Our team coaching using the Affina approach is now established and continues to offer support and insight to all teams to support compassionate and collaborative working.

The Healthcare leadership Model 360 Facilitation provides an opportunity for managers to reflect and adapt their approach to better support and engage with colleagues and team members.

EDI Workforce Steering Group

The EDI Workforce Steering Group has reviewed and refreshed its terms of reference to reflect the growth in its membership of new and developing networks and groups. There is an annual cycle of business in place to enable engagement and consultation when required across a growing range of workforce related EDI plans and actions.

Key areas of work over the last 12 months include:

- Supporting the development of Trusts People Plan EDI objectives and action plan.
- Supporting further development of the EDI staff networks and groups.
- Raising staff awareness of EDI through the EDI calendar of events
- Review Gender Pay Gap report.
- Reviewing staff survey feedback and identify areas for improvement.
- Reviewing delivery of the WRES action plan
- Reviewing delivery of the WDES action plan
- Overview of EDI related learning and development programmes and uptake
- Overview of progress of the reciprocal mentoring programme
- Overview of FTSU EDI related cases

EDI Networks

One way of contributing to the Trust's EDI people strategy is to have a forum in which issues that matter to staff members are raised and cascaded for action through the Trust's EDI Workforce Steering Group. The network groups provide a forum for individuals to come together, to share ideas and information, raise awareness of challenges and provide support to each other. The groups all have a Lead employed by the Trust. The opportunity to join these network groups is open to all staff and the groups are as follows:

- BAME
- Childless Not by Choice
- Faith
- LGBT+
- Long-term health and disability
- Menopause

Members of the EDI Workforce Steering Group, Network Groups and Health and Wellbeing representatives supported the planning and implementation of a wide range of events and activities which have raised a greater level of awareness of EDI. Events and activities included information sharing through a range of communication mediums, cultural food events, competitions, virtual conferences and training events.

The activity of the Networks is shown in Table 1.

Table 1

Network Activity

Network	Meetings over the last 12 months		Approx number of attendees per meeting	Events and activities that the network has been involved in
LGBT+	7		5	LGBT+ History month (Feb 2023) which included lived experience education event with North Tees and library resources provided with social media campaign. Pride (June 2023) - Melissa Bus and social media campaign, Rainbow Badge pledge. Ask Me Anything event x 2 (Feb and June 2023) with National LGBT+ group, open to all NHS employees. Schwartz round (July 2023) ' <i>I am what I am.</i> ' Inclusivity posters launch and attendance at the EOL Champions training (Sept 2023). LGBT+ Foundation accreditation (May - Aug 2023) Attended Hart Gables training (July 2023) Completed the Radius training (June 2023) and are currently on the NEY Chair training specifically for LGBT+ Network chairs, due for completion Dec 2023.
Faith	None		NA	Attending operational meeting to update on Faith matters
BAME	None			Black History Month Library display and social media stories from BAME Colleagues.
Disability & LTHC	5		18	Providing insight into the review of the attendance and management policy. Supporting colleagues with accessibility issues
CNBC	5		5	World Childless week campaign September 2022 Women's day in March 2023 World Childless week campaign September 2023 Schwartz round October 2023 Human Library November 2023.
Menopause	7		8	World Menopause Day week of events, International Women's Day Trained 28 Menopause Champions Continual roll out of the Pink Box Initiative Pilot of the Staff Menopause Clinic

Recruitment & Selection

Recruitment and selection training module has been updated to incorporate both values-based recruitment and unconscious bias awareness. In addition a module has been developed and rolled out delivering unconscious bias awareness training. Both modules are now included within the Management Essentials Training Programme. As from January 2022 all recruitment

panels must have a minimum of one panel member who has been training on both modules. The uptake of training has risen significantly since this requirement was introduced.

We continue to be a Disability Confident committed employer which is publicised on all vacancies advertised on NHS Jobs website. As a result we guarantee to interview all disabled applicants who meet the minimum essential criteria for the job.

We have strengthened our links with local community networks to promote South Tees as the employer of choice. These include Middlesbrough College Adult Learners, MFC Foundation, Northallerton Job Centre Plus and the Princes Trust.

We have developed a Retention Strategy to include stay and itchy feet conversations and reviewed our local on-boarding process.

We Achieved the Armed Forces Covenant Employee Recognition Scheme Gold Award

HR Policies and Procedures

All HR colleagues involved in the development of HR policy and guidance have undertaken the unconscious bias training module to enable policies which are free of bias, fair and equitable. All equality impacts assessments (EIA's) were then reviewed and updated where required.

Learning and Development

During 2022/23 the team who work within our Strive Academic centre have continued to develop and roll out a range of learning and development initiatives supporting our EDI people strategy. These include programmes targeting the whole organisation to raise greater awareness of equality, diversity and inclusion.

There are some programmes which have been developed to support positive action, especially for underrepresented groups relating to race, disability and long-term health conditions, age and sexual orientation.

The Prospect Programme is a bespoke employability programme to support long-term unemployed members of the public into work. This bespoke programme invites learners to work with the Trust on a 12-week placement with active weekly employability, development sessions and pastoral care. From April 2022 to March 2023, we had 36 starts with 33 (91.7%) successfully completing the programme and of those 19 (57.6%) had a positive destination i.e. gaining employment or moving into further education". We now work with up to 35 placements, helping our volunteers gain valuable knowledge and work experience to support them into employment.

We provide learning and development opportunities for:

- Work based apprenticeships.
- Unconscious bias training
- Menopause awareness

- Management essentials programme

An overview and progress update of these programmes is provided on a quarterly basis to the EDI Workforce Steering Group, to gain constructive feedback and to also raise awareness through the networks of any positive action opportunities that their members may wish to access.

Training to raise awareness about neuro diversity, dyslexia, sign language and health literacy are available for all staff.

Chaplaincy and Spiritual Care

The team, which is made up of chaplains and chaplaincy volunteers, are based at both James Cook and Friarage Hospitals. The team visit the wards regularly and welcome requests for personal visits.

The team are also a resource for the Trusts workforce and support the EDI strategy through provision of awareness of a wide range of religions and beliefs. They seek to foster spirituality and community in the Trust. They provide a resource for listening, literature (including bereavement and cultural booklets), training and staff support.

Chaplains are available for patients, visitors and staff twenty-four hours a day, seven days a week. They can be contacted at any time to listen, talk, advise or counsel. All such meetings are confidential. A representative from the service is a member of the EDI Workforce Steering Group and the lead of the Staff Faith Network Group

Therapeutic Care

The Therapeutic Care Team incorporates therapeutic care staff, volunteers and work experience which provides support and enhanced interaction to our patients and also provides opportunities for the local community to become involved to provide extra support and create opportunities for inclusion with the local community.

Our volunteering programme creates openings for people to develop and move into work or further their education following their experiences. Between April 2022 and March 2023, we recruited 217 volunteers to support in different roles. Six of these volunteers gained full time employment within the Trust.

International Nurses

We have an extensive infrastructure in place to support our international recruitment activity. We have been welcoming Internationally Educated Nurses from the Philippines, Greece, Romania, Italy and India into the organisation and the region since 2003. We are extremely fortunate to have internationally educated nurses who are specifically dedicated to the International Nurses OSCE education, practical and pastoral support programme. The robust education plan and delivery and supportive culture in the organisation has resulted in a 100% OSCE pass rate with over 200 Internationally educated nurses becoming new registrants

within South Tees since 2018. This includes local applicants who have relocated to the area from Nepal, America, Australia, Africa, Brazil, Fiji, India and the Philippines.

Key Priorities and Actions 2023/24

Working with our People Plan 2023 – 25 and linking to the NHS EDI Improvement Plan and other strategic documents, our commitment is to move beyond just complying with our duties and that we adopt an anticipatory approach to inclusion and are continually striving to improve. We want to embed an inclusive culture that is evident in our services and how we work with our partners and is felt by our people.

We are working towards the development of an EDI strategy that is evidence based on our assessment and gap analysis against the Equality Delivery System. This will include strategic EDI objectives for our people, our patients and our community, with underpinning actions that will take us beyond compliance. The aim is to then review these objectives and their progress on an annual basis.

This will primarily be achieved through a range of individual work programmes that will have their own milestones and measures. This will include work to improved health inequalities, improving patient accessible information standards, as well as the roll out of the restorative, just and learning culture programme as part of 'The South Tees Way.'

We will agree priorities each year to guide our Trust action on inclusion. The new EDS Strategic Group will determine this. Taking a priority setting approach will not prevent the Trust from acting on other aspects of inclusion where action is appropriate, and we will always act where standards are identified to be below an expected or acceptable level.

Action and progress on delivery of our annual inclusion priorities will be led through the EDI Workforce Steering Group, Patient Experience Steering Group and the Clinical Effectiveness Group, which either report into the People Committee or the Quality Assurance Committee and ultimately into the Trust Board.

Growing Our Workforce for the Future

Ensure all our senior interview panels include a diverse representative of colleagues from across the organisation's networks.

Conduct a thorough analysis of staff turnover, by examining the reasons staff choose to leave and those factors we can influence by analysing data and supporting managers to carry out timely and effective use of the retention tools and exit interviews.

We will review the way we advertise to ensure our opportunities are attainable to the community, whilst still meeting national requirements.

Set up a task and finish group to develop a positive action programme for career progression for BAME clinical staff for bands 6 and above.

Grow our volunteer and work experience networks to enhance opportunities for patient support and career prospects within the Trust.

The Prospect programme will continue to offer 12-week placements to long term unemployed members of the local community which can lead to further education or employment.

Engagement and Belonging

Develop a culture of rewarding and celebrating success by introducing additional ways to thank and value staff.

Working collaboratively with STRIVE, People Services and Occupational Health, restorative practice and wellbeing initiatives will be introduced to each ward and area with face-to-face visits.

Adopt a more flexible view and develop a healthier culture, by resolving issues and conflicts by introducing and embedding a just and restorative approach to raising concerns.

Continue to actively listen to staff suggestions by offering appropriate avenues to enable continuous feedback.

Review, update and deliver Collaborative Staff Survey Actions Plans.

Relaunch our Staff Engagement Network.

Continue on our journey to ensure we promote flexible working.

We are committed to developing and delivering an action plan to reduce bullying and harassment using education and restorative practice as the foundation for this work.

Our chaplaincy service will continue to develop their multi-faith approach to be able to enhance interaction with patients and colleagues to foster a sense of community and spirituality throughout the Trust.

Improving Health and Wellbeing

We will continue to strengthen community engagement to better support and involve our patients including the further development of the patient involvement bank.

Further work will support colleagues and representatives from our local communities to coproduce strategies and pathways, service improvements.

The lived experience of patients remains a key narrative for organisational learning and we will continue to develop the patient story and the learning and impact of capturing the lived experience.

Further develop work hear from groups we rarely hear from and share their experience using the patient Safety Incident Plan which is being refined to become more inclusive.

Further embed the compassionate leadership and just culture.

Identify and address burnout and to encourage open conversations about mental health and support.

Identify and improve the health inequalities across our workforce in line with the Core20plus5 strategy.

Reaccreditation of the Menopause Friendly Award focusing on sustainability.

Review of the well-being attendance policy to ensure staff feel engaged to support their sickness absence and return to work.

Dying to work pledge – supporting colleagues with a terminal diagnosis to remain at work if they chose to do so and it is safe for them to be in work.

Proof of concept initiative to develop a menopause staff clinic, training menopause champions to support delivery.

Continue to work as an Anchor organisation to address Health Inequalities for the communities we serve through the Health Inequalities Group.

Further develop the network of well-being coordinators

Improving Learning and leadership

Deliver bespoke cohorted leadership and management training programmes specifically targeted at senior medical and operational staff to develop a cultural baseline skillset.

We will commission further executive coach training and establish a mentoring support network to develop competence, share organisational knowledge and build inter-specialty relationships.

We will develop an annual senior leadership development programme to optimise our executive and service management team function and skillset.

We will Implement a rolling programme of time-out review days to help our services to take time out to consider achievements, priorities including EDI and next steps.

We will further develop our annual conference cycle targeted at improvement and patient safety – creating opportunities for people to come together to present and share ideas, experience & learning.

Raise awareness about health literacy to colleagues to support and improve the patient journey.

Continue to develop training to support colleagues with neuro diversity needs.

Provide training to staff in basic sign language to help patient and staff engagement and improve the experience of sensory deprived patients.

Equality Diversity and Inclusion

Ensure safe and effective policies and processes are in place to support staff affected by domestic abuse and sexual violence.

Implement a plan to widen recruitment opportunities within local communities, aligned to the NHS Long Term Workforce Plan

Develop Carer’s network and gaining accreditation via Carers Together.

Further develop our comprehensive onboarding programmes for international recruits, drawing on best practice.

Staff Network Groups Key Priorities 2023/24

EDI Training will be delivered as part of Management Essentials from January 2024.

A short video is proposed to highlight all the networks but to reinforce the concept of diversity and inclusion and also intersectionality which will be used at Trust Induction and put on the staff intranet.

The HR BP (strategy) will meet with each chair to discuss objectives and areas of focus.

Each network to have two co-chairs with protected time to support the work of the network.

A Senior Leader to align with each network to provide guidance and support.

Network leads (with support) to review alignment to strategy, key objectives and understand the focus of the purpose and objectives, identify target audiences and what activities will highlight the work and have impact.

Proposed celebration of South Tees Hospitals diversity and inclusion event - November 2024

Appendix 3 shows the planned Activity for 2024.

The Equality Delivery System has four high level objectives which help create a focus and direction for the organisation and community we serve. Using these in conjunction with the other strategic documents, the Trust recognises the importance of embedding Equality, Diversity and Inclusion in all streams of work and understanding the lived experience of patients, colleagues and the wider community.

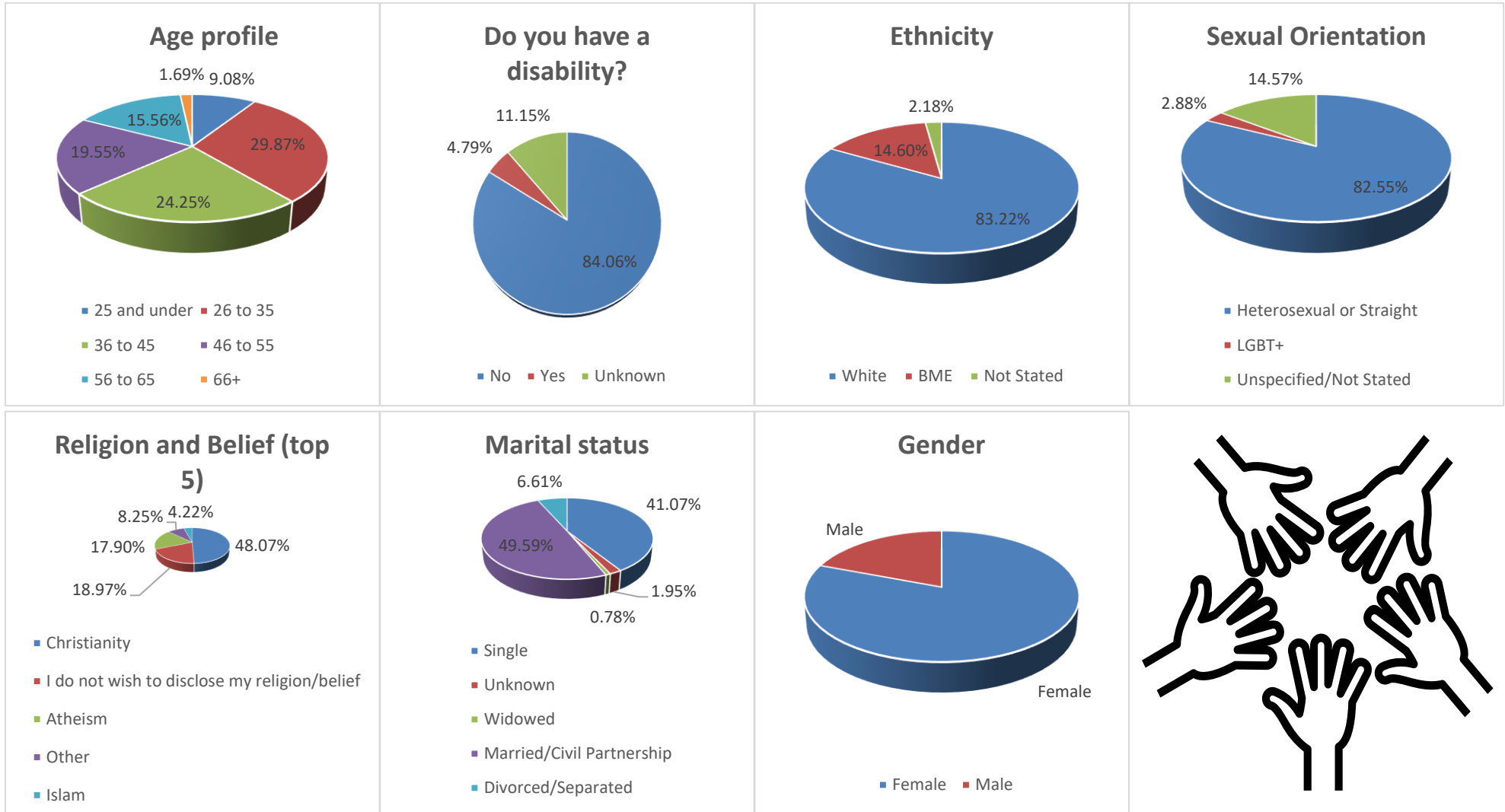
Equality Delivery System Goal	Actions for 2024/ 25
Better Health Outcomes	Continue the development of a state-of-the-art surgical hub at the Friarage Hospital to almost double the number of planned operations it carries out each year from 5,000 to 10,000. A contemporary, sustainable and accessible urgent treatment centre will be operational by March 2024.
Improved Patient Access and Experience	Refine and develop the Patient safety Response Plan to become more inclusive and reach harder to reach communities. Full implementation of the Patient Safety Incident Response Framework Further develop the quality improvement programme to improve patient experience.

A represented and supported workforce	<p>To deliver the WRES action plan 2023/24</p> <p>To deliver the WDES action plan 2023/24</p> <p>Deliver the gender pay gap action plan 2022/23</p> <p>Embed the Restorative Just & Learning Culture Programme.</p> <p>Support the further growth, engagement and voice of all the staff networks.</p>
Inclusive leadership	<p>Continue with the development of the reciprocal mentoring programme.</p> <p>Review, develop and deliver the Management Essentials Programme to embedded EDI and Trust values and incorporate EDI training and Restorative practice as part of the extended programme.</p> <p>Review and develop improved guidance to support understanding of EDI impacts for all governance reports and decision making.</p>

Appendix

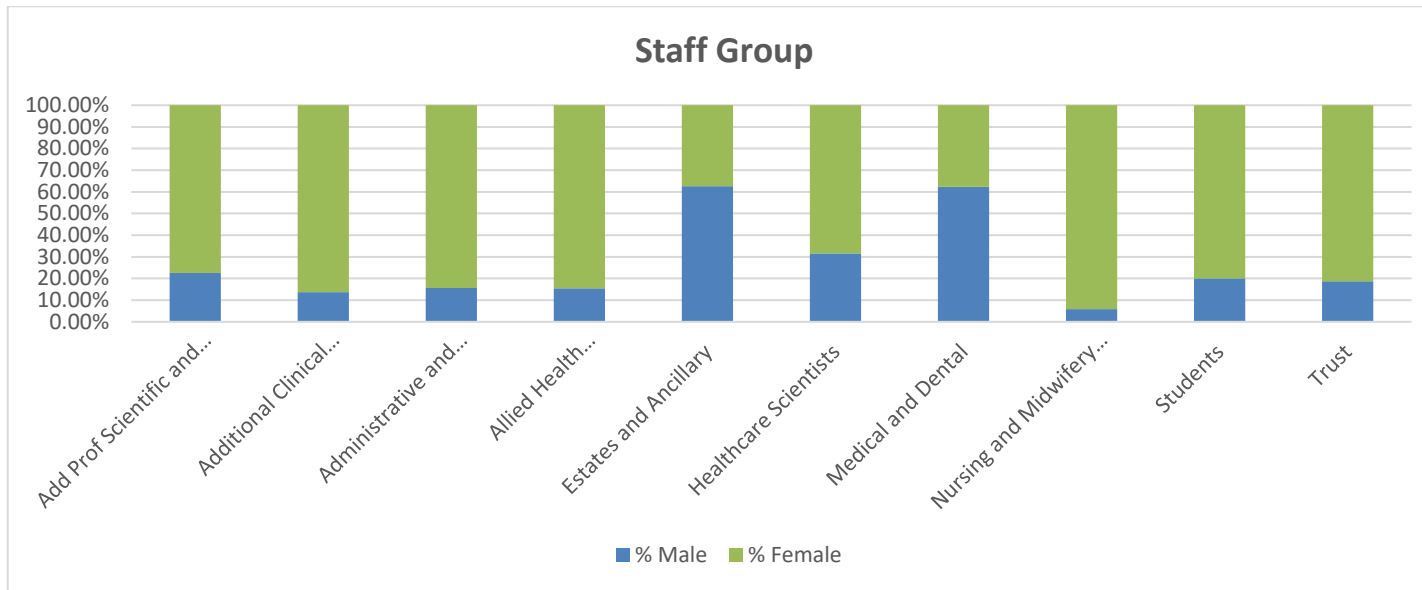
Appendix 1

Our Current workforce



Staff Group Profile

Staff Group	Male	Female	Total	% Male	% Female
Add Prof Scientific and Technic	46	158	204	22.55%	77.45%
Additional Clinical Services	321	2011	2332	13.77%	86.23%
Administrative and Clerical	302	1629	1931	15.64%	84.36%
Allied Health Professionals	158	867	1025	15.41%	84.59%
Estates and Ancillary	217	130	347	62.54%	37.46%
Healthcare Scientists	84	182	266	31.58%	68.42%
Medical and Dental	628	380	1008	62.30%	37.70%
Nursing and Midwifery Registered	194	3116	3310	5.86%	94.14%
Students	2	8	10	20.00%	80.00%
Trust	1952	8481	10433	18.71%	81.29%



Appendix 3

Planned EDI Activity for 2024

2024		Network meetings (quarterly)	Other Activities (including EDI Calendar)
January		TBC	World Religion Day Holocaust Memorial Day
February	EDI Steering Group		LGBT+ History Month EDS 2 to be submitted for approval
March	Informal EDI catch up		Zero Discrimination Day Overseas NHS workers day International Women's Day International Day for the Elimination of Racial Discrimination World Autism Acceptance Week International Transgender Day of Visibility
April			Lesbian Visibility Day
May	EDI Steering Group		Deaf Awareness Week Equality, Diversity and Human Rights Week National Day for Staff Networks International Day against Homophobia, Transphobia and Biphobia Global Accessibility Awareness Day
June	Informal EDI catch up		Pride Month National Carers Week Learning Disability Week UK Windrush Day Menopause Friendly Accreditation due
July			South Asian Heritage Month
August	EDI Steering Group		
September	Informal EDI catch up		International Day of Sign Languages UK National Inclusion Week
October			EDI Celebration of Diversity and Inclusion Black History Month National Coming Out Day World Menopause Awareness Day International Pronouns Day
November	EDI Steering Group		Trans Awareness Week International Stammering Awareness Day Interfaith Week International Men's Day Transgender Day of Remembrance Disability History Month
December	Informal EDI catch up		International Day of People with Disabilities #PurpleLightUp Day

LIFT 5

NHS
South Tees Hospitals
NHS Foundation Trust

We're proud of our diversity, and
committed to creating an inclusive
organisation

**MANY NATIONALITIES
ONE TEAM**

STRIVE

- | | | | |
|--|--|---|--|
|  Armenia |  Cayman Islands |  Pakistan |  Philippines |
|  China |  England |  Poland |  Portugal |
|  Egypt |  Germany |  Republic of Ireland |  Romania |
|  Ghana |  Greece |  Russia |  Scotland |
|  India |  Iran |  Singapore |  Slovakia |
|  Iraq |  Italy |  South Africa |  Spain |
|  Jamaica |  Lithuania |  Syria |  Sudan |
|  Malaysia |  Malta |  Turkey |  Thailand |
|  Morocco |  Nepal |  Wales |  United Arab Emirates |
|  Nigeria |  Northern Ireland |  Zimbabwe | |

Safety and Quality First

