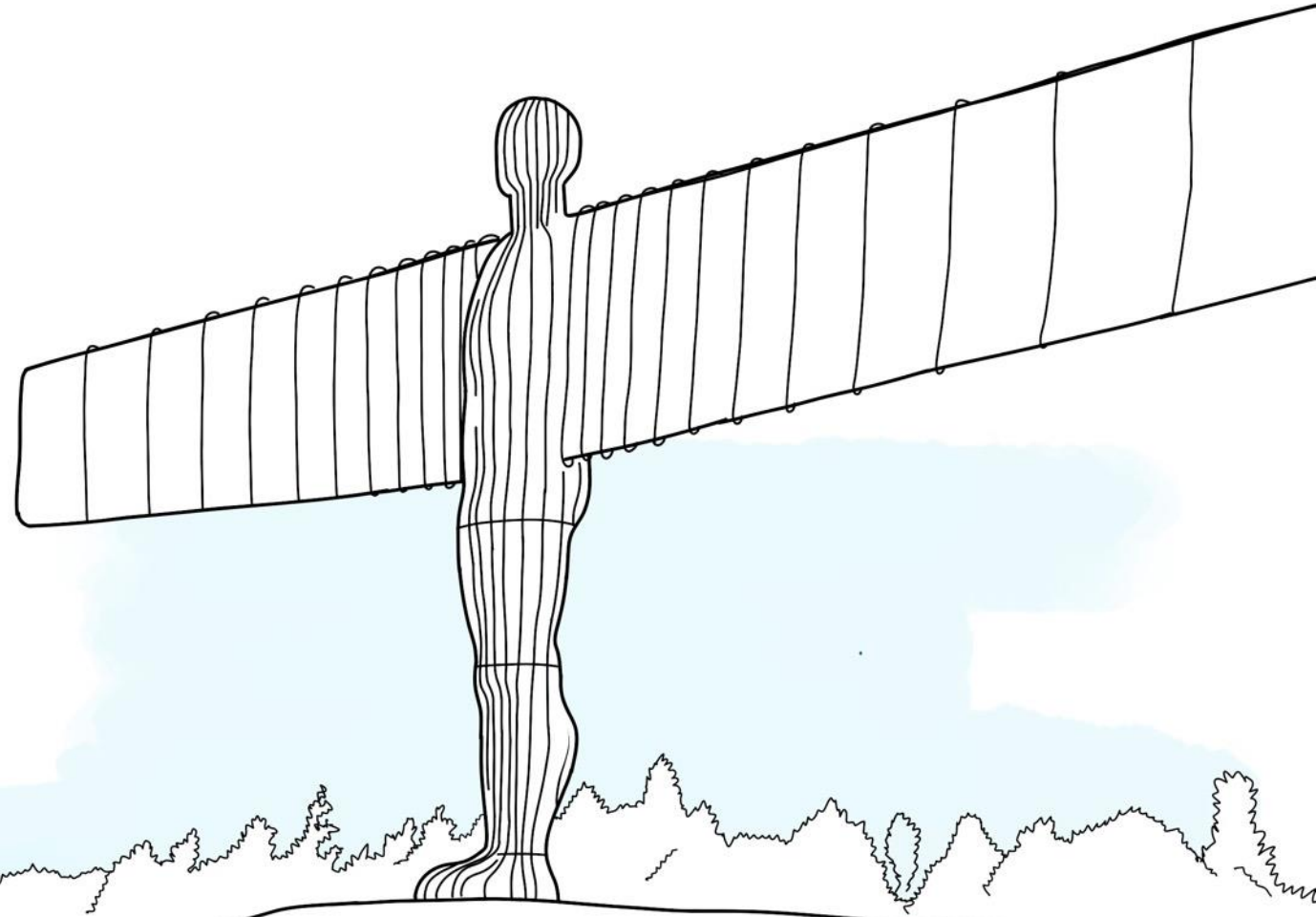


# #GatesheadHealth Human Rights, Equality, Diversity and Inclusion Strategy 2023/24 – 2025/2026

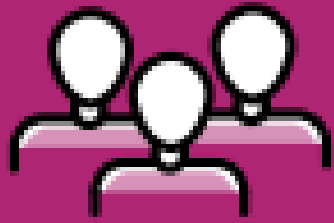
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FINAL

Last updated February 2023



# Introduction



## People

The people at Gateshead Health  
are our greatest asset

***A key area of focus for Gateshead Health is to ensure that we have a diverse, inclusive and engaged culture***

# Gateshead Health's pledge

We are committed to being an inclusive health care provider and employer. This commitment is central to achieving our ICORE ambitions and is at the heart of NHS and Trust values.

Inclusion and equality is not about treating everyone the same, but recognising that everyone is different and that people's needs, whether they be patients, People or the public are met in different ways.

We recognise that we need to improve if we are to achieve our ambitions and become a Trust where diversity is valued and celebrated; everyone is treated with dignity and respect; and discrimination and inequalities are prevented and eradicated from all our services and functions.

The Board of Directors are committed to inclusion, delivering on the standards in Workforce Race Equality and Disability Standards (WRES and WDES), the Equality Delivery System 2 (EDS2) and ensuring diversity is valued, NOT in order to comply with regulations, but because it is the right thing to do for patient care, our People and our local population.

# Legislation

The Trust will continuously work towards addressing the Public Sector Equality Duty underpinned by the Equality Act 2010 by ensuring that any provision of our service pays due diligence to:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality 2010 Act.
- Advancing equality of opportunity between people who share a protected characteristic and those who do not.
- Fostering good relations between people who share a protected characteristic and those who do not.

WHY

Holding one another to account in living our values, will mainstream EDI into our core values, challenging unconscious bias and fostering diverse thinking

By fostering an inclusive culture of belonging everyone is seen, supported, respected and valued for their unique contributions

Giving value to our People by increasing opportunities to have their voices heard.

## HOW THIS APPLIES IN GATESHEAD HEALTH

- Undertaking Satisfaction surveys
- Undertaking PLACE inspections
- Listening and acting on the concerns and compliments arising from Patient and Public Engagement and Experience

- Work towards establishing a Patient and Carer panel
- Supporting the needs of our People – identified via the existing People Networks
- Ensuring equity in care and service provision taking into consideration an individual's faith

# Legislation and definitions

Act	Requirement
The Human Rights Act 1998	The Human Rights Act is underpinned by the core values of Fairness, Respect, Equality, Dignity and Autonomy for all. All public bodies must comply with the convention rights
The Equality Act 2010	Protection from discrimination based on nine protected characteristics - Age - Disability - Ethnicity - Gender reassignment - Marriage & Civil Partnership - Pregnancy & Maternity - Religion or Belief - Sex - Sexual Orientation
General Equality Duty	To eliminate unlawful discrimination, harassment, and victimisation. Advance equality of opportunity. Foster good relations
Public Sector Equality Duty	From 5 April 2010 To publish relevant, proportionate information demonstrating compliance with the Equality Duty. To analyse effect of policies and practices on equality. Set specific, measurable Equality Objectives
Accessible Information Standards	'Accessible Information Standard' – directs and defines a specific, consistent approach to identifying, recording, flagging, sharing, and meeting the information and communication support needs of patients, service users, carers, and parents, where those needs relate to a disability, impairment, or sensory loss.
Gender Recognition Act 2004	The GRA legislation provides a mechanism to allow trans people to obtain recognition for all legal purposes to their preferred gender role.
Workforce Disability Equality Scheme (WDES)	From April 2019 The Workforce Disability Equality Standards (WDES) is a set of specific measures that will enable NHS Organisations to compare the experiences of disabled colleagues to non-disabled colleagues, this will then be used to develop any required actions.
Workforce Race Equality Standard (WRES)	From 1 April 2015 Must demonstrate through the nine-point Workforce Race Equality Standard (WRES) metric how we are addressing race equality issues in a range of staffing areas. Must demonstrate progress against several indicators of workforce equality, including a specific indicator to address the levels of BAME Board representation. This will be included in the Standard NHS Contract.

# Ensuring a diverse, inclusive and engaged culture



Gateshead Health  
NHS Foundation Trust

We will

- embed the key principles of good experience, by continually assessing the impact and outcomes for patients of the way services are provided – demonstrating our ICORE values through our behaviours.
- Ensure our service users including all individuals from all protected groups have an opportunity to be treated and supported in a fair, equitable and inclusive manner.

We will thread the Workforce Race and Disability Equality Standards to demonstrate progress in closing the gaps between white & BME treatment & experience against nine indicators:

- Grading
- Appointments
- Discipline
- Bullying
- Career Progression
- Access to development
- Boards representative of the local population



We will thread the EDS Outcomes:

- Domain 1 – Commissioned or provided services
- Domain 2 – Workforce health and well-being
- Domain 3 – Inclusive leadership

# Ensuring a diverse, inclusive and engaged culture

**We believe the diversity of our people and the different perspectives we have at Gateshead Health helps us to achieve great outcomes for the patient communities that we serve.**

Ensuring everyone is represented, recognised, and heard is a key part of achieving our strategic aim of being a great organisation with a highly engaged workforce.



We will do this by:

Empowering our People in investing time in engaging with one another through inclusive networks, communities and forums

Holding one another to account in living our values, by incorporating EDI into our core values, challenging unconscious bias and fostering diverse thinking

Fostering an inclusive culture of belonging where everyone is seen, supported, respected and valued for their unique contributions

Increasing opportunities for our people to have their voices heard.



# Equality Diversity and Inclusion



Gateshead Health

#GatesheadHealth Corporate Strategy					Equality strategy (mandatory reporting)			
5 Strategic Aims			Strategic areas	Strategic focus areas	WRES Metrics	WDES Metrics	EDS 2	Pay Gaps
Productivity and efficiency	Growing services beyond Gateshead	Improving service quality and safety	 Patients	Caring for all our patient communities	•	•	•	
				Providing safe, high quality care	•	•	•	
				Offering increasingly integrated care	•	•	•	
				Making every contact compassionate and caring	•	•	•	
		Highly engaged workforce	 People	Supporting the health and wellbeing of our people	•	•	•	
				Being a great place to work	•	•	•	•
				Ensuring a diverse, inclusive and equitable culture	•	•	•	•
				Working in new and collaborative ways as “one team”	•	•	•	
		Partnerships and outcomes	 Partners	Being a force for good	•	•	•	
				Acting as a key partner	•	•	•	
				Working with further and higher education providers	•	•	•	



# What does EDI mean (1/3)

## OUR LEADERSHIP

We commit to:

- In any recruitment process due regard is paid around knowledge and lived experience by individuals
- Utilising the Inclusive leadership Framework
- Involving and empowering people from the communities served.
- Encouraging local communities to sign up as a members, particularly those with lived experience.

## FOR THE BOARD

We commit to the Leadership behaviours around:

- Demonstrating Honesty and Integrity
- Listening and Communicating
- Being Supportive and Approachable
- Even handed and Encouraging
- Ensuring that we are Patient centred and Compassionate
- Lead by example and are self aware
- Maintain gender equality and extend profile of other characteristics

- Work towards ensuring we are representative of the population we serve, including an increase in Board BME membership
- Board Members and Governors take a proactive approach toward Inclusive behaviour
- Board engagement with People, patients, public and community
- The Board role models the ICORE values and behaviours

# What does EDI mean (2/3)

## FOR OUR PATIENTS

We will:

- Gather comprehensive demography data to assess the makeup of the communities broken down via the Protected characteristics.
- Assess the access needs of groups served
- Ensure that the Patient Public Engagement and Experience (PPEE) is sustained for full involvement.
- Ensure that there is on-going support for and provision of the service user, young people and carers.
- Work towards developing innovative peers support – a listening service that develops service users and carers as volunteers (help in evaluating elements of services to ensure due diligence has been paid in respect of service delivery for all our users and carers).
- Ensure that adequate provision is there for patients where English may not be their first language.

## FOR OUR ENVIRONMENT

We will:

- Ensure that our culture and ICORE values are consistently adhered to when communicating with our patients
- Use the NHS Accessible Standard and work to ensure that all letters are jargon free and user friendly.
- Ensure that inclusive imagery and gender free terminology is used
- Ensure that all patients, families and carers can utilise the chaplaincy services across all faith groups;
- Work towards an inclusive provision for contemplation /prayer for non-faith groups

# What does EDI mean (3/3)

## FOR OUR PEOPLE

We will:

- Ensure that all People are made aware of the demography of the population served and understand the culture, values and attitudes of the communities served
- Ensure that People are aware of Conscious and Unconscious bias that can impact upon the delivery of care.
- Involve people with lived experience in interview panels and People inductions (dependent upon the level of job being recruited to).
- Ensure that world faith days / customs are celebrated
- Ensure cognisance is paid around cultural and religious practices impacting upon holidays and food
- Enabling people to attend, and be involved in regular meetings about programmes impacting upon provision of service, this will include assessing recruitment, promotion , leadership

# Protected characteristics



Individuals may have more than just one protected characteristic. As such when addressing needs of an individual due regard will be paid in respect of the intersectionality of these protected characteristics.

*[Lesbian, Gay, Bisexual, Trans – words used to denote the different ways that individuals choose to define their own gender identity]*

***Equality Act 2010***

# Health inequalities (1/2)

While inequalities in health have always been a problem, the Covid-19 pandemic has shone a spotlight on inequalities and created an opportunity for change. In this strategy we make the case for developing a long-term approach to tackling health inequalities that will endure and consider past attempts, highlighting learnings for the renewed effort

To implement our health inequalities priorities, we will:

- align our thinking and connect our strategy ambitions across the organisation
- ensuring health inequalities are mainstreamed in our strategic thinking and operational intent.
- Link our ambitions to Quality Account, EDI Strategy, digital strategy, and the people strategy.

## HOW THIS APPLIES TO GATESHEAD HEALTH



- **Be proactive by taking positive action for inclusive access taking into consideration**
  - clinical acuity, social deprivation and people disadvantaged due to protected characteristics or other vulnerabilities.
- **Supporting Digital Inclusion**
  - ensuring appropriate access to care and support
- **Positive action for retention and recruitment**
  - work towards ensuring our workforce reflects the diverse populations we serve through positive action and engagement with our communities and our people.
- **Collaboration and co-design**
  - by engaging with those less frequently heard to co-design inclusive services and care pathways.
- **Exploiting our data and analysis**
  - focusing on maximising our data collection, insight, and analysis to understand the experience of those who face barriers or disadvantage to bring about equality of outcomes.

# Health inequalities (2/2)

- **Empowering and upskilling our people**

- by creating an environment of positive allyship within the workforce to ensure we are comfortable to bring our whole selves to work, feel equipped and empowered to tackle discrimination, promote inclusion, and reduce inequalities.

- **Ensure equality of outcomes.**

- We will take a population health approach, striving to create equality of outcomes across the populations we serve by using Core20PLUS5 principles.

- **Maximising our social value.**

- As an anchor institution we will make informed choices aimed at reducing inequalities with particular focus on purchasing locally and employing inclusively.

- **Intelligence led preventive programmes.**

- We will implement evidence based, intelligence led and innovative preventive programmes across the Trust to maximise our impact in preventing health inequalities and promoting health and wellbeing for our workforce and the communities we serve

- **Targeting long term health condition diagnosis and management.**

- Focus on Acute tobacco Service, Alcohol navigation posts, healthy weight including foodbanks
- Engage with local patient groups to proactively manage health conditions

# Public and patient involvement

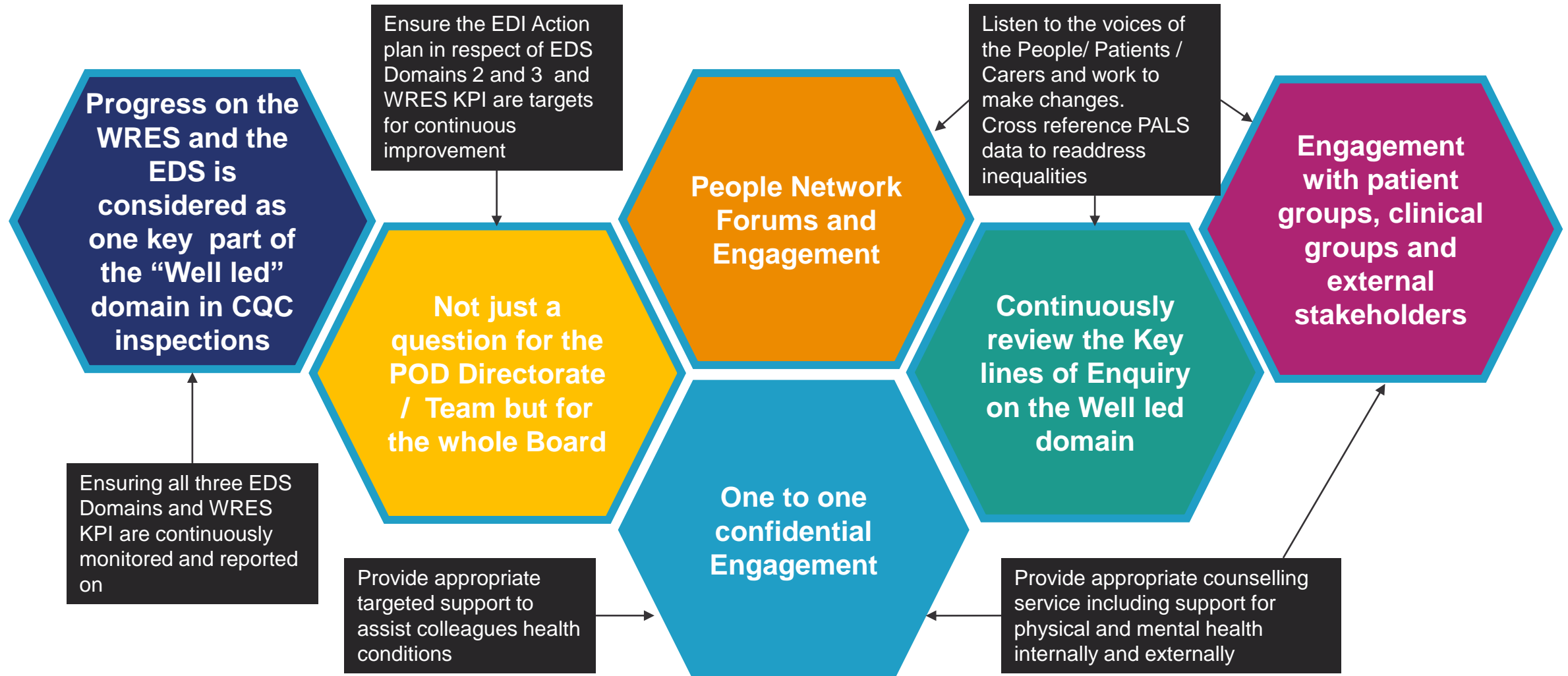
The Trust continually works towards providing the best possible care for its patients but there are occasions when patients and their families do not feel the outcome has met their expectations.

We will:

- Proactively engage with communities served to understand issues pertaining to:
    - access and accessibility
    - provide honesty, openness and a willingness to listen to the issues /complainants and work with the patients/public to rectify the problem.
  - Continually welcomes comments, compliments, complaints and concerns to continually learn about how patient experience can be improved.
  - Continue to listen and respond effectively to complaints and concerns to help us to avoid the same issues from occurring again, making our services better and improving services for the people who use them.
- Continue to use a variety of modes to capture the experience of patients following treatment, enabling us to monitor and assess the experiences of those accessing the service.
  - Continue to collect Equality data in line with the current protected characteristics, analyse the data to assess where perceived inequalities can be addressed.
  - Continue to utilise the Patient Advice and Liaison Service (PALS) service by offering confidential advice, support and information on health-related matters.
    - The service will also provide a point of contact for patient, their families, and carers. Where appropriate, those individuals utilising PALS will be forwarded a questionnaire regarding their experience of the service.



# Diversity & Inclusion CQC and Well Led




# Steps to become culturally competent

<b>Develop the Organisational Culture</b>	<ul style="list-style-type: none"><li>• Share Experiences, Culture and Values and celebrate diversity</li><li>• Value and Vision Statements become rooted within service provision</li><li>• Key National Principles become embedded in service provision</li><li>• On-going Inclusion metrics discussed and implemented</li><li>• On-going development of all People – Board, Clinical and non-clinical</li><li>• Lead by example</li><li>• Environment reflects Diversity and is inclusive</li></ul>
<b>Understand the population profile and assess specific health needs</b>	<ul style="list-style-type: none"><li>• Utilise all demography data</li><li>• Access health needs</li><li>• Ensure continuous patient engagement</li><li>• Provide peer support</li><li>• Equity of provision</li><li>• Proactive Community Engagement</li></ul>
<b>Advance Equality Diversity and Inclusion</b>	<ul style="list-style-type: none"><li>• Readdress equality and inclusivity across employment and service delivery</li><li>• Tackle issues pertaining to Zero Tolerance and harassment</li><li>• Bespoke and training in general reflects issues of inclusion</li></ul>
<b>Address health development</b>	<ul style="list-style-type: none"><li>• Work in partnership with other providers</li><li>• Promote and understand health across all Protected characteristics</li><li>• Tackle social exclusion</li></ul>


Monitor and Evaluate




# Diversity Inclusion KPIs

Trust Strategic Aim	EDI aim	KPIs	Key Output	Internal /External Focus	Timeframe		
					Yr1	Yr2	Yr3
We will: - continuously improve the quality and safety of our services for our patients	Address and work towards reducing health inequalities and any differentials in the patient journey.	Provide appropriate and targeted training around values and Inclusion,	Have a clearer understanding of our patients groups.	Internal and External			
		Ensure ongoing conversations value diversity, inclusion and belonging, and liaise with stakeholders to identify the teams that need priority focus.	Cultural competency is an integrated within our everyday provision of care				


# Diversity Inclusion KPIs

Trust Strategic Aim	EDI aim	KPIs	Key Output	Internal /External Focus	Timeframe		
					Yr1	Yr2	Yr3
We will: - be a great organisation with a highly engaged workforce	Provide appropriate and targeted training around Values and Inclusion, fair and transparent recruitment, address micro aggressions, ensure ongoing conversations that value diversity, inclusion and belonging.	Provide appropriate Recruitment and Selection Training	Have a clearer understanding of our people, patients and communities served	Internal and External			
	Based on the evidence from survey results and the WRES, WDES and Stonewall diversity champions programme, targeted work will identify areas requiring improvement	Provide appropriate and targeted training around Values and Inclusion	Cultural competency is an integrated within our everyday understanding				
		Have a Zero tolerance Policy around behaviours that lead to bullying and harassment of our people.	Change the working culture and move to a more compassionate and inclusive environment Create and deliver an updated leadership programme - to train people in the skills to become a successful leader. - equip leaders with inclusive behaviours so that they can help create an organisational culture that supports inclusion and belonging				


# Diversity Inclusion KPIs

Trust Strategic Aim	EDI aim	KPIs	Key Output	Internal /External Focus	Timeframe		
					Yr1	Yr2	Yr3
We will - enhance our productivity and efficiency to make the best use of our resources	Deliver high quality care by understanding most effective ways of being inclusive.	Capture demographic data to aid in specific targeted interventions.	- Clearer understanding of providing effective patient care taking on board the resources on offer and being fair and equitable.	Internal			
	Consistently address faith / non faith practices and beliefs in delivering patient care within the existing financial envelope	Understanding patient demographics and culture.					

# Diversity Inclusion KPIs

Trust Strategic Aim	EDI aim	KPIs	Key Output	Internal /External Focus	Timeframe		
					Yr1	Yr2	Yr3
We will - continuously improve the quality and safety of our services for our patients	Ensure clarity around pathways for all our patients taking into consideration the associated protected characteristics.	Review and refresh the training and development programme to support the development of inclusive practices	Network members will develop and grow in their own right as well as helping deliver effective patient care	Internal			
	Seek the views of our Networks in order to work more collaboratively and promote intersectionality and cultural normality	Ensure all People networks members' voice's are represented in this work  Introduce Cultural Intelligence training co-produced with patient leaders for People leading to increase in cultural competencies.	Address culture change required based on allyship and a greater appreciation of the different cultural norms that can cause misunderstandings and miscommunication.				

# Diversity Inclusion KPIs

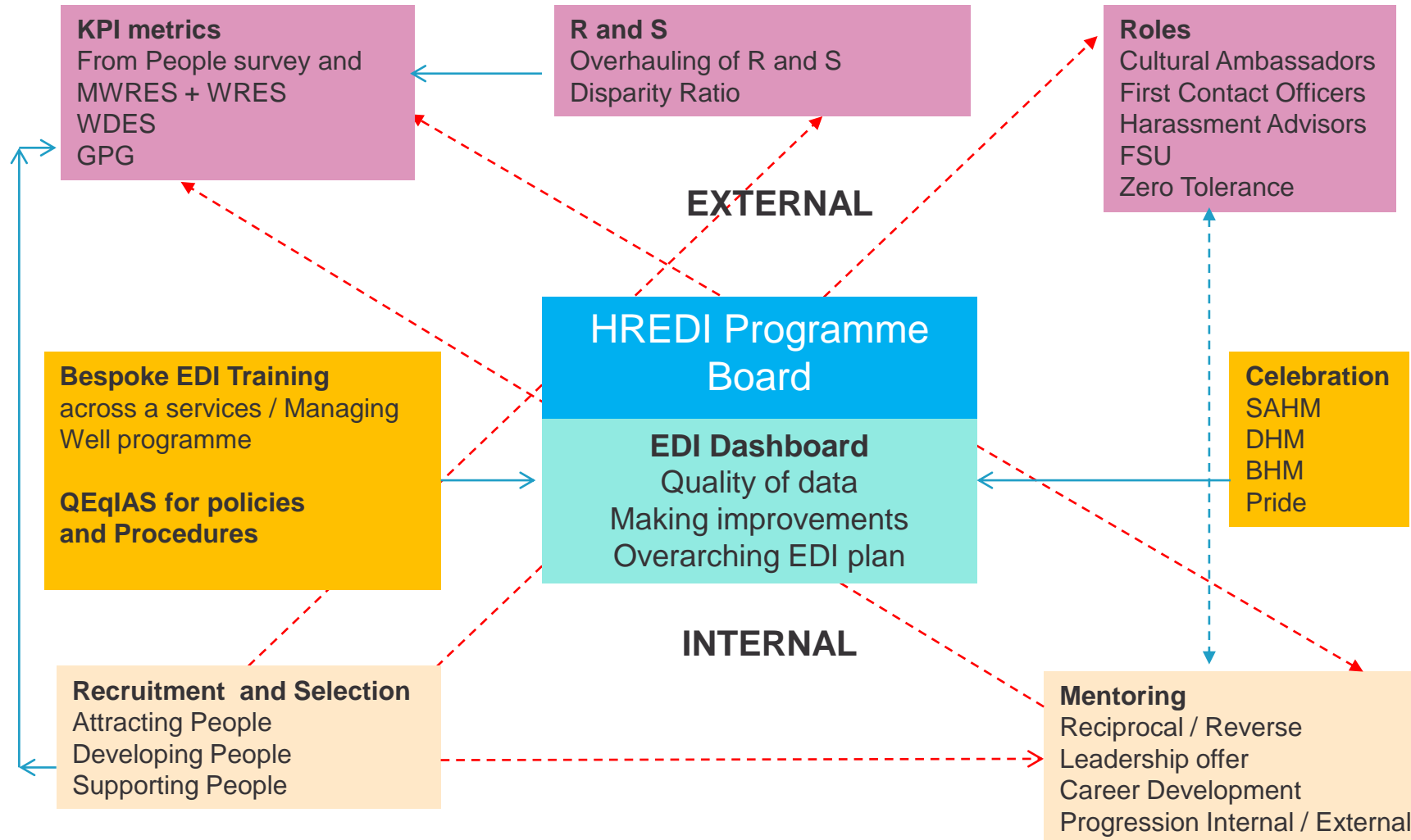
Trust Strategic Aim	EDI aim	KPIs	Key Output	Internal /External Focus	Timeframe		
					Yr1	Yr2	Yr3
We will - be an effective partner and be ambitious in our commitment to improving health outcomes, develop and expand our services within and beyond Gateshead	Address Health Inequalities across the communities served.	Ensure that the system wide inclusive decision-making framework is used across all service areas and projects to ensure that health inequalities are addressed in the planning and delivery of services	Engagement with other Health partners within the ICB region will give a wider understanding across the region around Health inequalities based upon different communities accessing our services	Internal and External			
	Engage with community groups to understand the complexities of health issues impacting upon communities served.						
	Work with Public Health to address various campaigns around health promotion						



# Diversity Inclusion - Delivery

EDI Strategy	How can we deliver this through our Strategy
Patients	Understanding the needs of our population and working with them to design and deliver services that meet the needs of all our patients.
People	Providing good employment opportunities for people who understand and represent the community we serve and creating a caring, inclusive, respectful working environment where everyone can flourish.
Performance	We strive to be ambitious in our aims and will measure how we perform against key equality, diversity and inclusion measures.
Partnerships	Whilst there are things we can take forward on our own, there's more we can achieve by working together with our system partners in the region

# Trust HREDI programme



# EDI action plan Gateshead Health Equality and Diversity Objectives and Action Plan 2020 – 2024

Our EDI Strategy serves as an overarching plan that outlines the rationale for action, and areas of focus. It highlights what actions we need to take in order to implement and manage progress. A high level action plan has been written and actions are monitored by the Human Rights Equality Diversity and Inclusion Board.

- Our framework of actions incorporates the statutory reporting for:

*WRES - Workforce Race Equality Standard*

*WDES - Workforce Disability Equality Standard*

*GPG - Gender Pay Gap*

*PSED - Public Sector Equality Duty*

*EDS2 - Equality Delivery System 2*

Our EDI action plan will focus on the following EDI Objectives:

Ensure EDI Strategy, principles and practice are embedded into Trust Governance and assurance arrangements at every level in the Trust.

Continued improvement of service provision and patient care

Improved Equality and Diversity data collection and information

CORE and Essential Training

# Evaluation and measurement

- There has been a significant focus during to establish clearer governance arrangements to take forward and monitor progress of Equality, Diversity and Inclusion activities across the Trust.
- Oversight by the HREDI Programme Board
- We have established a Human Rights Equality Diversity and Inclusion group to ensure actions are clearly set to deliver our objectives and to provide oversight to the EDI actions developed from the WRES / WDES/ EDS and GPG