

## Hywel Dda University Health Board – Review of progress against strategic equality objectives: 1<sup>st</sup> April - 30<sup>th</sup> September 2023

This document has been prepared to be read in conjunction with the NHS Performance Framework Policy Assurance Assessment submission – Strategic Equality Plan.

Hywel Dda University Health Board's has four strategic equality objectives for 2020-2024. These are:

- **Leadership by all** - Staff at all levels, including Board Members, actively promote and facilitate a culture of inclusion and wellbeing across the organisation.
- **Working Together** - Working with our population, staff, stakeholders, and partners, particularly those identified as having worse experiences, will shape the design and delivery of services.
- **Improving Health and Wellbeing for all** - Our staff will be suitably skilled and experienced to develop and deliver services that are informed by local needs, improve access, and reduce inequalities.
- **Being an employer of choice** - We will offer equal opportunities for employment and career progression and support the health and well-being of our staff and volunteers within a fair and inclusive environment.

Below are examples of the steps that have been taken to achieve each of the strategic equality objectives in the reporting period 1<sup>st</sup> April 2023 – 30<sup>th</sup> September 2023. The objectives will be built upon and action achieved to date will provide the basis for ongoing work from October onwards. Where relevant, any risks to future delivery have also been highlighted.

### Leadership by all

Evidence	Risks to delivery
<b>STAR Programme</b> – This leadership development programme brings together senior sisters and charge nurses from across the Health Board, including all acute sites, and the diversities/challenges they face within their roles forms an important element for the cohort collective learning.	
<b>LEAP Programme</b> – this leadership development programme is for new and aspiring leaders and focuses on inclusive leadership. The programme includes a diversity and inclusion session 'Creating an environment where everyone can flourish and thrive.'	

<p><b>Active bystander training</b> – a rolling programme of training has been made available, providing staff with the skills and confidence to call out discrimination and inappropriate behaviour. The training is supported at Board level and staff are provided with the sources of support that are available within the Health Board.</p>	<p>Availability of non-pay funding when balanced against existing Health Board financial recovery plan.</p>
<p><b>Leading with Cultural Intelligence training</b> - wrap around support is being provided by the OD Relationship Manager service and ongoing training being developed is being delivered by Learning &amp; Development. The learning objectives of the training programme include:</p> <ul style="list-style-type: none"> <li>• Exploring Culture and its relevance to Inclusion and Belonging.</li> <li>• Introducing Cultural Intelligence and Cultural Value Dimensions – How do our Cultural Preferences inform our behaviour, attitudes and how we lead and engage others</li> <li>• Exploring 3 Cultural Value Dimensions - High Power/Low Power Distance, High Context/Low Context, Expressive Neutral/Expressive Affective – How do these inform the way we behave and the way we relate to others.</li> <li>• Managing and mitigating our biases and negative stereotypes in the way we engage and lead.</li> </ul>	

## Working Together

Evidence	Risks to delivery
<p><b>Supporting minority ethnic staff</b> – A number of actions have been taken as a result of the work of the part of the Black, Asian and Minority Ethnic Staff Bullying and Harassment Task and Finish Group:</p> <ul style="list-style-type: none"> <li>• Cultural Intelligence has been delivered</li> <li>• BAME Champions initiative has been developed and a brochure has been produced to support this. We are currently working on developing support and training for Champions.</li> </ul>	
<p><b>Review of the Carers policy</b> - The Carers Team has worked with key stakeholders on a review of the Carers policy and carers passport,</p>	

<p>taking account of the new Carer's Leave Act 2023. An equality impact assessment has been carried out to identify if there are any impacts due to the policy and to identify actions that could be taken to mitigate against any negative impacts.</p>	
<p><b>Sensory Loss</b> - Evidence shows that patients with sensory loss in Hywel Dda have delayed and cancelled appointments due to lack of communication support. Several patients have also reported that their sensory loss needs, including those needing guide dogs in health premises, are often overlooked or trivialised by staff due to lack of awareness of their communication and support needs.</p> <p>To address issues and promote equality of opportunity, the Health Board has started to develop a visible marker on patients notes that will support staff in outpatients and wards to identify and provide/use the patients' preferred way of communication in a timely manner. This will help improve both staff and patients' experience in planned care. Whilst this planned work focuses on communication needs of people with sensory loss, it is expected that this mechanism will include the facility for other communication needs such as foreign language and easy read needs to be recorded. It therefore has the potential to meet the needs of patients with a range of protected characteristics. This would ensure that, as required by the Equality Act (2010) the Health Board is making reasonable adjustments to ensure those with protected characteristics do not experience discrimination or disadvantage when accessing health care services.</p> <p>A checklist of what good looks like has been put together to be included in the Estates Appraisal Survey. The list was informed by the recent Health Board Dementia Friendly Environment Report and the Enabling Quality in Practice project on sensory loss in 2022. This project aims to ensure our services are accessible and all public and patient areas are assessed to identify the needs of people with sensory loss. The main outcome of this project is a self-assessment checklist for Health Board services and departments to use, to enable our services and patient areas to be assessed, for</p>	

accessibility and where needed, changes introduced to improve accessibility.	
<p><b>Working together to reduce inequalities in health</b> - The Community Development Outreach team have working in partnership with Citizen's Advice, Gypsy and Traveller Wales, Pembrokeshire Association of Volunteers (PAVs), Travelling Ahead, the Fire Service and the Community Immunisation Team to deliver well-being events for members of the Gypsy and Traveller communities.</p> <p>Many people were struggling with the cost of living especially heating. Over forty people attended the events, strengthening community relationships and enabling people to understand what was available to them. People were able to make sure they had the right benefits with the help of Citizens Advice and apply for winter fuel grants to help with the cost of living. There were also opportunities to sign up for the Period Poverty delivery scheme and to register as an unpaid carer which is something that affects many people in the Gypsy and Traveller communities.</p>	

### Improving Health and Wellbeing for all

Evidence	Risks to delivery
<p><b>Carers and the hospital discharge process</b> - Improving the involvement and experience of the unpaid carer while the person they care for is in hospital has been a continued priority, with the aim of ensuring that the unpaid carer is involved in hospital discharge planning. A multidisciplinary team have participated in an Enabling Quality Improvement in Practice programme and lead on the collection and analysis of data across two hospitals to identify actions for further quality improvement.</p>	
<p><b>British Sign Language</b> - The Health Board has proactively organised regular events/activities for staff to promote awareness of sensory loss. On notable achievement has been the establishment of a British Sign Language (BSL) Lunch Club. A face-to-face and an online BSL lunch club for staff runs on a monthly basis. These activities help to promote the available resources and courses on the NHS Electronic Staff Record such as the e-learning course on sensory loss.</p>	

**Recording patient communication needs** - in

June 2023, the Health Board Strategic Partnerships, Diversity and Inclusion Team carried out a staff survey to understand good practice and challenges experienced when recording and responding to a person's preferred communication. The results of the survey were shared with a national working group led by Welsh Government and were used to contribute to the discussion on 'Ensuring we meet the communication and information needs of people with sensory loss when accessing healthcare.'

The survey highlighted the need for staff to proactively ask patients about their preferred communication needs and to record this so that it's visible to others involved in their care. The information from this survey was used to inform a project group to develop a visible marker on patient's notes that will support our staff in the outpatients and wards across all Hywel Dda to identify and provide or use the patients' preferred way of communication in a timely manner. This mechanism will help improve both staff and patients' experience in planned care.

Whilst this project focuses on communication needs of people with sensory loss, it is expected that it has the potential to meet the needs of patients with a range of protected characteristics. This would ensure that, as required by the Equality Act (2010) the Health Board is making reasonable adjustments to ensure those with protected characteristics do not experience discrimination or disadvantage when accessing health care services.

In partnership with Patient Experience Team, the Strategic Partnerships, Diversity and Inclusion team have proactively promoted the 'Putting Things Right' system to various partnership forums to encourage those who are likely to have worse health experience to engage with the health board through this mechanism.

**Homelessness** - The Strategic Partnerships, Diversity and Inclusion team continued to work in partnership with colleagues within health, in local authorities and the third sector. One aspect of work has been to develop a guidance for

health staff to improve timely hospital discharge for people who are homeless or at risk of homelessness.	
<p><b>Interpretation and Translation</b> - Information from the previous year's GP Access survey showed that a lack of interpretation services is a major barrier to accessing healthcare. Feedback from the Health Board's Community Development Outreach team learnt that many Polish people prefer to return to Poland to see their doctor and there were examples of people being asked to bring relatives/ friends to appointments to interpret for them which was inappropriate. In response to these concerns, the Community Development Outreach team designed interpretation request cards which are business size cards that state there is a language need, to empower people to ask for interpretation support. The team have delivered bespoke training to staff, including GP's and dentists on how to use interpreter services.</p>	
<p><b>Addressing health inequalities</b> - the Community Development Outreach team co-ordinate several wellbeing walks throughout the region. They were developed in response to one Syrian refugee commenting that she was lonely due to not having the social connections she once had. The walks provide an opportunity for women to come together, talk, and it opens up a safe space for women to have conversations around health topics, and the team can share key public health messages.</p> <p>Wellbeing walks are also being delivered in conjunction with other community groups e.g. Gypsy and Traveller communities and prison leavers.</p>	
<p><b>Tailored support for overseas staff</b> - the Recruitment and Workforce Culture teams collaborated to develop a buddy scheme for new starters. This is available for everyone and, in particular overseas staff may benefit from additional support to settle in West Wales. Other aspects of support for overseas staff include:</p> <ul style="list-style-type: none"> <li>• Internal culture based sessions delivered by Workforce Culture and Experience Team to overseas nurses.</li> <li>• External culture based sessions delivered by Independent Board Member to overseas nurses, to help with social and cultural support.</li> </ul>	

<ul style="list-style-type: none"> <li>• Fraud prevention session with HDdUHB Counter Fraud Team in response to international staff being targeted by landlords elsewhere in the UK.</li> </ul>	
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## Being an employer of choice

Evidence	Risks to delivery
<p><b>Supporting improved culture and staff experience</b> - Our team of OD Relationship Managers focus on promoting and providing proactive and responsive support to local teams to enable healthy and happy working cultures. Put simply, looking after our staff and improving our culture will, in turn, look after our patients and create a great place to work. As the cornerstone of this work, we have co-developed a Cultural Jigsaw with our Trade Union colleagues which brings together the seven key themes our staff told us are important to them. The team use the Jigsaw to co-create corporately aligned and locally owned People Culture Plans to improve staff experience across Hywel Dda.</p> <p>In July 2023, we launched a suite of accessible Toolkits (one for each of the seven themes) to support leaders to develop and inclusively engage their teams, and feel better equipped to manage cultural change. Our Toolkits cover the following cultural themes:</p> <ul style="list-style-type: none"> <li>• Having a voice and being heard</li> <li>• Wellbeing, safety and trust</li> <li>• Feeling appreciated and valued</li> <li>• Collaboration and teamwork</li> <li>• Healthy working relationships</li> <li>• Autonomy, empowerment and responsibility</li> <li>• Hywel Dda leadership</li> </ul>	
<p><b>Inclusive recruitment</b> – One of the Health Board's planning objectives is to continue to be an employer of choice to ensure our people are happy, engaged and supported in work and to therefore further stabilise our services. For example, there have been 90 international nurses appointed as part of our stabilisation work to one acute site. An induction programme was put together so that the new nurses were supported when they joined the Health Board.</p>	<p>Financial recovery plans may impact on further stabilisation measures including conversion, where appropriate of fixed term contracts to open ended arrangements.</p>

<p>Two interview and presentation skills training were delivered specifically for ethnic minority nurses in direct response to requests from ethnic minority nurses who responded to a Listening Exercise.</p> <p>Short videos have been developed on inclusive recruitment and training sessions are delivered to raise awareness for staff and line managers regarding reasonable adjustments.</p> <p>Positive action statements were included in a bank investigating officer job advert to encourage a more diverse range of applicants which better align with our overall staffing demographics.</p>	<p>There is a risk that the job advert does not attract a more diverse pool of applicants applying for the role.</p>
<p><b>Staff retention</b> - linked to our nurse retention work, but applicable to all staffing groups across the Health Board, we have developed a Flexible Working Toolkit as one means of demonstrating we are committed to helping our staff have a sense of control, autonomy and an ability to balance their work and home life, thus facilitating a real sense of belonging to Hywel Dda and feeling they are valued.</p> <p>An action plan has also been developed to deliver kinder people processed for the management of sickness absence.</p>	<p>Sustained high levels of employee relations casework could result in insufficient capacity to progress actions identified.</p>
<p><b>Listening to staff</b> – A range of mechanisms are in place to ensure that the voice of staff and their feedback about their experiences are heard and used to inform future actions and learning. This includes a regular Staff Surveys.</p> <p>A specific feedback survey was developed to support the evaluation of the respect and resolution complaint handling.</p>	<p>Staff do not complete surveys and feedback remains limited or anecdotal. Actions to improve processes and support available for staff do not evolve based on lessons learnt.</p>