

# Equality Outcomes Midpoint report

2021-2023



## Introduction

NHS Golden Jubilee (NHS GJ) is committed to delivering an ambitious set of equality outcomes in the reporting period 2021–2025.

These objectives aim to build on our long-standing reputation as a progressive organisation and commitment to maintaining an inclusive culture for our patients, service users, staff, and volunteers.

We recognise the value a diverse workforce brings in offering different perspectives to how we deliver high quality, safe, effective, person-centred care. This is what allows us to foster a healthy, vibrant, and inclusive culture throughout our organisation.

The midpoint report showcases the progress to date in delivering the boards agreed set of Equality Outcomes over the 2-year period between 2021–2023.

This forms an integral part of our Boards overarching aim to promote and safeguard the dignity, respect and wellbeing of team Jubilee and all those accessing our services.

## The legislative context

Our Equality Outcomes are underpinned by our legislative responsibilities as defined by the Equality Act 2010 and associated Public Sector Equality Duties for which NHS Golden Jubilee has a legal responsibility to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.



## Equality Outcomes midpoint status

The year 1 and 2 deliverables have specifically been designed to create the conditions to act as a catalyst to embed cultural change in the organisation.

These are further divided into 3 distinct themes:

- Theme A: Diversify Talent
- Theme B: Wellbeing and cohesion
- Theme C: Inclusive Service design



### Diversify Talent

- Ensure our recruitment and communications strategy promotes our organisation as an inclusive employer and attracts the best people from a diverse range of backgrounds.
- Focus on inclusive talent development to support diversity in career development and promotion.



### Wellbeing and cohesion

- Achieve excellence in inclusive leadership and workplace inclusivity.
- Support development of inclusive leaders across the organisation who understand, promote and embed diversity and inclusion in their way of working.
- Support workplace inclusivity through embedding diversity and inclusion in team development activities.
- Reduce health inequalities for staff through improved support for health and wellbeing and flexible working practices.



### Inclusive Service design

- Embed user centred design in delivery of our Board strategy including service design, development, and expansion.
- Deliver highly accessible and inclusive services.
- Widely promote NHS Golden Jubilee as best practice for inclusive design.

This report will highlight the progress to date with respect to each theme and outline the deliverables to achieve each desired outcome.

## Equality Outcomes A: Diversify Talent

The outcomes associated with Theme A, **Diversify Talent**, are strategically targeted towards rebalancing the demographics of the workforce to establish a more even representation of people with Protected Characteristics.

In order to achieve this, we have focused on a number of key deliverables, taking a holistic approach encompassing all areas of the organisation to build strong foundations for change.

The 9 deliverables associated with Theme A are listed below, with an in-depth overview provided under each itemised section, spanning outcomes A1 to A4.

### Theme A: Deliverables

- Establishment of Executive Leads for Protected Characteristics
- Revised Diversity and Inclusion governance
- Revised Diversity and Inclusion web pages
- Establishment of additional professional memberships
- Adopter of the NHS Scotland Pride badge
- Equality audits of NHS GJ policies
- Enhanced workforce monitoring statistics and reporting
- Reduction of digital inequalities and access to online learning
- Establishment of staff diversity networks

Outcome  
A1

Increase the number of people in our workforce who identify as having a Protected Characteristic with a focus on:

- Race
- Disability

### Executive Leads for Protected Characteristics

We have established Executive Leads to represent the 9 Protected Characteristics and Fairer Scotland Duty. By embedding the ethos of equality at a senior leadership level, we will continue to promote, endorse, and commemorate the diversity within society. This will allow us to continue building on our strengths and raising the profile of previously underrepresented groups.

We have also strengthened the role that Executive Directors play in embedding cultural change by assigning each to champion a staff diversity network.

Executive Directors will engage with their respective network to understand the views of underrepresented staff and address any important issues that are identified. Executive Directors will also undertake training to further expand their knowledge base and move towards becoming subject matter experts in their field.

### Executive Leads

Director	Staff network	Protected Characteristic
Mark MacGregor	Ethnic Minority network	Race
Gareth Adkins	Ability network	Disability
Anne Marie Cavanagh	LGBT+ network	Sexual orientation Trans Status
Serena Barnatt	Spiritual Care network	Religion or belief Marriage/Civil Partnership
Carolynne O'Connor	Women's network	Sex Maternity and Pregnancy
Michael Breen	Young Persons network	Age Socio Economic

### Revised Diversity and Inclusion governance

In order to establish a more holistic approach to embedding the Diversity and Inclusion agenda across the organisation, the existing Equalities Group has now become the Diversity and Inclusion Group (D&I) with a revised Terms of Reference (TOR) and governance structure.

The Diversity and Inclusion group meets every 8 weeks and provides representation across all divisions and departments to actively engage, identify and address inequalities and oversees delivery of the Equality Outcomes.

Representation is also provided by the Chairs of the staff diversity networks to capture key discussion points with the intention to deliver proactive and considered outcomes to reduce inequality within the workforce.

### Diversity and Inclusion Intranet and website pages

The NHS GJ staff intranet pages have been redesigned to reflect our new vision to delivering the equalities agenda. We have removed individual Protected Characteristics, instead adopting an intersectional approach to accurately reflect the reality of personal circumstance.

The simplified interface now focuses on the 5 key themes of Staff Networks, Equality Impact Assessments (EQIA), Diversity Strategies, Reasonable Adjustments and Initiatives. In addition, the visualisations have been updated to showcase the diversity of talent within the organisation.

## Outcome A2







Increase the number of job applications, including internal promotions, received from people who identify as having a Protected Characteristic.

### Professional memberships

NHS GJ has a strong track record of establishing robust relationships with 2<sup>nd</sup> and 3<sup>rd</sup> sector accreditations and initiatives to mainstream equalities across the organisation. These include Stonewall Diversity Champions, Investors in Young People, Disability Confident Leader, Glasgow Centre for Inclusive Living (GCIL) Equality Academy Graduate trainee programme and Purple Tuesday.

In December 2022, we launched our latest membership with the Hidden Disabilities Sunflower scheme. The Sunflower is an internationally recognised symbol for non-visible disabilities, which can include autism, chronic pain, learning difficulties as well as mental health conditions, mobility, speech impairments, diabetes, sleep disorders and sensory loss such as speech, sight loss, hearing loss, or deafness.

People who require additional assistance or who simply just want to indicate to others of their personal circumstance can choose to wear a lanyard, badge or wristband. By making the non-visible, visible, we strive to create a culture of acceptance whereby everyone is treated with fairness dignity and respect.

Professional membership	Protected Characteristic	
	Hidden disability Sunflower scheme	Disability
	GCIL Equality Academy Graduate trainee programme	Disability
	Disability Confident Leader	Disability
	Purple Tuesday	Disability
	Investors in Young People	Age
	Stonewall Diversity Champion	Sexual orientation Gender Reassignment (trans status)

## NHS Scotland Pride badge

June 2021 marked the launch of the NHS Scotland Pride Badge campaign. The badge and associated pledge enable staff to show their commitment to support LGBT+ equality for service users and colleagues from all backgrounds.

LGBT+ people (and particularly LGBT+ minority ethnic people) still face challenges in relation to accessing healthcare, and negative attitudes towards them.

Since launching a year ago, 203 NHS GJ staff members have signed the pledge. This is approximately 10% of the organisational workforce.

### Internal Policy Audits

#### Glasgow Centre for Inclusive Living (GCIL) audit of internal practices

Throughout 2021, NHS GJ collaborated with GCIL to undertake an audit of our internal policies and processes relating to the recruitment and retention of disabled staff to the organisation. The audit focused on the following areas:

- Existing equality reporting and monitoring framework.
- Assessment of our existing equality strategy, policies and procedures.
- Evaluation of the recruitment and selection process (with a focus on disability rights).
- Evaluation of reasonable adjustment practices within recruitment and selection.
- Information technology: comments on the accessibility of services.
- Staff training and development.
- Evaluating overall performance monitoring systems and data protection systems.

NHS GJ were commended for the robust processes in place to mainstream equalities across the organisation, with minimal resulting actions required to strengthen existing procedures to achieve best practice industry standards.

#### Stonewall Workplace Equalities Index (WEI) and Diversity Champions Programme

NHS GJ was awarded the Gold employee award in the 2022 WEI submission. The programme requires participating organisations to demonstrate their commitment to LGBT+ inclusion within the workplace by submitting evidence of policies, processes and activities designed to eliminate discrimination and promote equality of opportunity for LGBT+ staff.

The 87-page self-audit spans the Board's policy set, employee lifecycles, the LGBT+ network, empowerment programmes, leadership, monitoring information, supply chains, and community engagement.





Outcome  
A3

- Reduce Protected Characteristic pay gaps resulting from diversity imbalance across NHS pay bands.
- Address the inequality of access to digital/online resources, providing equity of access to learning opportunities regardless of circumstance.

## Workforce monitoring statistics and reporting

The [2022 Workforce monitoring report](#) now features year-on-year tracking of recruitment and turnover for the 4 key Protected Characteristics of Sex, Race, Disability and Sexual Orientation.

The Diversity and Inclusion team also consulted on a different analysis for backdated 2020 and 2021 gender pay gap reporting.

To support this work, the Diversity and Inclusion team have been working with the office of the Chief Statistician of the Scottish Government and national Equality and Diversity Leads Network to advise on an updated question set for the Human Resources data system, eESS.

## Digital inequality and access to online learning

The rapid shift towards virtual learning has introduced a number of inequalities for staff, particularly with respect to certain roles and pay bands across the organisation.

Throughout 2021 we worked closely with our Learning and Organisational Development team, eHealth and affected teams to identify barriers to access and implement solutions to mitigate these where practicably possible.

A total of 23 laptops and 18 iPads were bought and distributed across the organisation to ensure that every staff member has an equal opportunity to participate in virtual training and professional development programmes.



Outcome  
A4

Enhance our outreach and engagement activities with staff from underrepresented backgrounds through the creation of the following satellite networks:

- Ethnic Minority
- Disability
- LGBT+

## Staff Diversity networks







NHS GJ has established a number of staff networks to represent the protected characteristics of Race, Disability, Sexual Orientation/trans status, Religion/Belief, Age and Sex.

The 6 networks and associated members will form an integral part of the Boards Diversity and Inclusion Strategy, acting as subject matter experts to inform the revision of existing policy and development of new policies aimed at reducing inequalities for patients, service users, staff and volunteers.

Networks are open to all staff, volunteers and allies at NHS Golden Jubilee. Active network members are entitled to protected time to attend and contribute towards these networks.

This protected time consists of 1 hour per month to attend network meetings, up to 1 hour per month to attend national network meetings, and up to 1 hour per month to undertake work associated with the network's aims.

To arrange this, in order to be eligible for protected time to work towards network aims, networks have to produce a document outlining their desired outcomes and associated actions. These work plans are approved by, and reported to the Diversity and Inclusion Group.

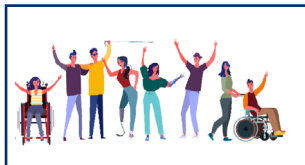
Diversity Networks		Membership
	Ethnic Minority Network	18
	Ability Network	8
	LGBT+ Network	15
	Spiritual Care Network	7
	Women's Network	5
	Young Persons Network	Spring 2023



### Ethnic Minority Network

The Ethnic Minority Network collaborates in partnership with staff and management to develop and encourage a culture of respect and equality for everyone regardless of their nationality or skin colour.

The network also provides an amplified voice to be heard on issues of race and equality relevant to staff, patients, service users and volunteers.



### Ability Network

The Ability Network provides a confidential, psychologically safe space for staff with a disability or long-term health condition and allies.

The Network will enable members to share experiences, information and best practice, offer peer support, and influence positive change for people with disabilities.



### LGBT+ Network

The LGBT+ Staff Network provides a safe space for staff to discuss issues of importance in relation to sexuality and gender identity within the workplace.



### Women's Network

The Women's Network is the latest addition to our staff diversity network portfolio launching in November 2022. The network focuses on women's issues such as breastfeeding, menopause and menstrual health issues among others. It provides staff with a safe, confidential and supportive space for professional and social networking to raise awareness of gender issues in the workplace.



### Spiritual Care Network

The Spiritual Care Network provides a safe space to discuss and promote the continued delivery of a service that is relevant to everyone at NHS Golden Jubilee and will contribute towards promoting the importance of spirituality within the context of holistic care.

In its broadest sense 'spirituality' includes whatever gives a person meaning, worth, self-esteem, and value. This includes, atheistic, agnostic, and humanistic understandings of the meaning of life, everyone is, in some way, spiritual; but many people are not religious.

## Equality Outcomes B: Wellbeing and Cohesion

The outcomes associated with Theme B, Wellbeing and cohesion, are strategically targeted towards creating an inclusive workplace culture.

Education fosters knowledge which creates understanding. We have therefore taken an intersectional approach to develop and deliver a suite of training focusing on the 9 Protected Characteristics, unconscious bias and preferred behavioural styles.

This is complimented by the introduction of new policies and the ongoing development of a health passport for staff to ensure that an individualised person centred approach to staff wellbeing is adopted.

The 4 deliverables associated with Theme B are listed below with an in-depth overview provided under each itemised section, spanning outcomes B1 to B3.

### Theme B: Deliverables

- Development of Staff Health Passport.
- Introduction of Reasonable Adjustment Policy.
- Inclusion of unconscious bias and preferred behavioural styles within mandatory diversity training.
- Rollout of new diversity training focusing on race equality, neurodiversity, and LGBT+ allyship.

#### Outcome B1

Introduction of new staff Health Passport to enhance staff wellbeing and mitigate barriers to progression resulting from impacts associated with a Protected Characteristic.

### Staff Health Passport

NHS GJ has teamed up with the Scottish Government to assist with the development of a new national Reasonable Adjustment Health Passport for staff and volunteers. A short life working group has been established and will include membership from partner NHS Boards and the Disability Business Forum.

The Health Passport will enable staff to record and update details in relation to a disability or long-term health condition and any associated reasonable adjustments required to mitigate barriers to progression. The Passport will also capture important aspects of diversity and inclusion in relation to the Protected Characteristics, including:

- Improved data collection of staff attributes in relation to the 9 Protected Characteristics to assist with monitoring and reporting of workforce data as per legislative requirements.
- New engagement portal for managers and staff to initiate two-way sensitive conversations in relation to health and wellbeing and diversity and inclusion within the workplace.



# Introduction of new policies

## Reasonable Adjustment Policy

In June 2022, NHS GJ introduced a new policy aimed at providing an overview of the processes required to meet its legal obligation to consider reasonable adjustments in the workplace in line with the Equality Act 2010. This policy has 2 main aims including:

- To provide information if you are disabled under the Equality Act 2010 if you have a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on your ability to do normal daily activities.
- To enable employees to access adjustments to their working arrangements, equipment and leave, in order to support them to work safely and effectively, and with dignity and respect.

## Assistance Dogs and Pets in Hospital policy

The ‘Assistance Dogs and Pets in Hospital policy’ was revised in March 2021 to reflect current best practice and include protections for staff who require the use of an assistance dog to overcome barriers to access associated with a disability or long-term health condition.

Outcome  
B2

Inclusion of unconscious bias training and preferred behavioural styles within existing mandatory Valuing Diversity Part 2 classroom training.

# Unconscious bias and preferred behavioural styles

Valuing Diversity Part 2 forms part of the NHS GJ mandatory suite of training delivered to all staff onboarding the organisation. The content and delivery style of this 3-hour workshop has been updated to incorporate unconscious bias and preferred behavioural styles. The new virtual format also incorporates a suite of interactive features including live Slido polls, quizzes, word cloud responses, breakout rooms and embedded media.

Outcome  
B3

Development of new training packages (eLearning/classroom) covering the 9 Protected Characteristics and Fairer Scotland Duty, to compliment and build upon existing mandatory training.

## Diversity training

Over the past 2 years, we have worked with external providers to source enhanced diversity training to raise awareness and upskill key departments and staffing groups. The following table provides an overview of the key training areas during this period.



Training	Protected Characteristic
Positive Moves in Health: Challenging Racism and Creating an Inclusive Culture	Race Intersectional
Autism in the Workplace	Disability
LGBT+ Allyship	Sexual Orientation Trans status

## Positive Moves in Health: Challenging Racism and Creating an Inclusive Culture

NHS GJ is the second Scottish NHS Board to rollout this training.

Between August 2021 and December 2022, a total of 16 workshops were delivered to key staffing groups across the organisation including Executive Directors, Doctors, Nursing, Senior Managers and core staff within teams. The 3-hour workshop covers the following topic areas:

- The systematic nature of racism and the impact on relationships at work
- Unconscious bias and cognitive dissonance
- Fair Work principles
- Sources of power and the use of personal power
- Managing diverse teams
- 4 steps to creating an inclusive culture



## Autism in the Workplace

In May 2022, NHS GJ hosted a pilot workshop of Autism in the Workplace facilitated by the National Autistic Society (NAS). The course is accredited by Continuing Professional Development, and covers key topics of understanding autism, communication and interaction, processing information, sensory differences, potential workplace stressors, and workplace adjustments.

The course was attended by key staff members from Human Resources, Recruitment, Occupational Health, Learning and Organisational Development, eHealth, Communications and Spiritual Care.

There are plans to roll out an additional 2 workshops before March 2023 to raise awareness and upskill managers around practical measures to accommodate the needs of a neurodiverse workforce.

## LGBT+ Allyship training

To coincide with Pride month, in June 2022 NHS GJ hosted LGBT+ Allyship training facilitated by Stonewall. Invitations were sent to all staff who had signed an NHS Scotland Pride Badge pledge to support their role as an ally towards creating a more tolerant and inclusive workplace. The training covered the following topics:

- Develop an understanding of LGBT+ identities and experiences in order to confidently advocate for more inclusive workplaces.
- Understand why LGBT+ inclusion at work is important and the benefits of creating a more inclusive culture for individuals and organisations.
- Explore the meaning of the term ally and identify first steps that can be taken to be a more active and visible ally.



## Equality Outcomes C: Inclusive Service Design

Our equality outcomes associated with Theme C, **Service Design excellence**, are primarily targeted at enhancing the inclusivity and accessibility of our services to create an exemplar delivery model focused on person centred care.

We are achieving this through strengthened governance of our Equality Impact Assessment (EQIA) process to reduce health inequalities and ensure that the needs of everyone represented by a Protected Characteristic are taken into account at the conceptual stage of service improvement proposals.

Our new EQIA template and associated eLearning module provide the foundations, with further exciting developments planned in the following 2 years to further embed cultural change within the organisation.

In addition, we continue to engage with external stakeholders to introduce technological advances to increase the accessibility and inclusivity of our services to promote independence and wellbeing in line with the principles of the social model of disability.

The 6 deliverables associated with Theme C are listed below with an in-depth overview provided under each itemised section, specifically focusing on outcome C3 for this reporting period.

### Theme C: Deliverables

- Introduction of new EQIA template
- Launch of bespoke EQIA eLearning module
- Development of strengthened EQIA governance
- Pilot study of WelcoMe app
- Inclusive wayfinding strategy for Phase 2 expansion
- Awards and conference presentations



### Outcome C3

Continue to innovate and transform the accessibility of patient services by embedding inclusive design (facilities, services and practices).

### Introduction of new EQIA template

NHS GJ has redesigned our EQIA template to create a more user friendly and engaging approach to conducting assessments. The new template follows a 9-stage process to identify positive, negative and neutral impacts associated with the introduction of, or amendment to, an existing policy, practice, function or service. We have also included a traffic light impact rating scale to illustrate where action is required to remove, manage or mitigate barriers for people represented by a Protected Characteristic.

The template now includes an integrated assessment for the Fairer Scotland Duty where we explore health inequalities through the lens of socioeconomic disadvantage. In addition, there is also a dedicated section focusing on care experience.

Throughout the template we have also embedded links to relevant legislation, policy and guidance to provide context and also insight to those who are undertaking the assessment. The template has also now been adopted by Healthcare Improvement Scotland.

### Development of new EQIA eLearning module

In order to support the rollout of the new EQIA template, NHS GJ has developed a bespoke eLearning module. The module was introduced in May 2022 and has already been completed by 650 staff.

### EQIA Governance

We have implemented a revised governance structure that requires the completion of an EQIA at the scoping phase of a programme or project. This ensures that considerations on equality, diversity and inclusion are reviewed and any issues identified prior to approval being granted.

Over the next 2 years, we have ambitious plans to rollout additional EQIA training via a webinar series with the ultimate aim of creating EQIA Champions across the organisation.

### Innovations

NHS GJ was the first healthcare provider globally to introduce the WelcoME app for service users with a disability. This took the form of a 6-month pilot study between May and November 2021 which included Eye Centre patients.

During the trial, a total of 10 service users requested assistance via the app. Feedback from patients and staff was positive and a review is currently underway to decide whether to embed it across all hospital divisions as business as usual. WelcoME provides a platform for NHS GJ service users to outline their specific accessibility requirements in advance of their arrival. We are notified of the visit request and will be given an overview of the visitor's condition. This includes photos to assist with identification, along with disability awareness support materials for common and less well-known conditions to ensure the most person-centred experience possible.

### Hospital expansion

NHS Golden Jubilee has embedded the principles of inclusive design within the hospital expansion programme, encompassing phase 1 Eye Centre and phase 2 Surgical Centre.

We have engaged with key stakeholders from third sector organisations representing marginalised groups to develop an innovative wayfinding system. This approach considers the needs of people with a range of disabilities (physical, sensory, neurodiversity, learning disabilities), people from multicultural backgrounds, the trans community, maternity/pregnancy and religion/belief.

In addition, NHS GJ has liaised with the National Treatment Centres Programme Board to share best practice strategies for embedding inclusive design principles across the remainder of the sites due for completion across Scotland in future years. We will continue to innovate to provide the highest levels of accessibility based on a person-centred approach to service design.





## Awards and Conferences

Over the past 2 years, our success in delivering inclusive healthcare services and facilities has been recognised at a national level through awards and conference presentations.

The most recent of these was the NHS Assure Design Excellence Awards 2022, where NHS GJ received a Commendation award for the inclusive wayfinding strategy within the Eye Centre.

We were also a finalist in the Scottish Herald Diversity Awards 2021 and 2022 under the categories of 'Design for diversity' and 'Diversity in the public sector'.



Our enhanced accessibility self-check-in kiosks received a Commendation Award in the Scottish Herald Digital Transformation Awards 2021.

In addition, the organisation was also represented at the 8<sup>th</sup> European Healthcare design Congress, Awards and Exhibition 2022 via poster and video presentation for the Eye Centre interior wayfinding strategy.

### Awards and Conference presentations

NHS Assure Design Excellence Awards 2022 Commendation Award

SALUS 8<sup>th</sup> European Healthcare Design 2022 Congress, Awards and Exhibition

The Scottish Herald Diversity Awards 2022 Finalist – Design for Diversity

The Scottish Herald Diversity Awards 2021 Finalist – Diversity in the Public Sector

The Scottish Herald Digital Transformation Awards 2021 Commendation Award

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