

# Mainstreaming Equalities

Evaluation Report  
2021 to 2025





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## Introduction

NHS Golden Jubilee has committed to delivering an ambitious set of equality outcomes between the reporting period 2021 to 2025. This builds on our long-standing reputation as a progressive organisation with a commitment to maintaining an inclusive culture for our service users (patients, visitors, and customers) and our people (workforce and volunteers).

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

Our Mainstreaming Equalities report showcases our progress in delivering our Board's agreed set of Equality Outcomes over the 4-year period between 2021 and 2025. This forms an integral part of our Board's overarching aim to promote and safeguard the dignity, respect, and wellbeing of all Team Jubilee colleagues as well as 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 have due regard 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.

# Our Equality Outcomes 2021 to 2025

Our Equality Outcomes were categorised within 3 distinct themes to capture all aspects of service delivery, focusing on initiatives to mainstream equalities across our organisation. This report provides an in-depth overview of the key outcomes over the past 4 years and outlines the deliverables to achieve each desired outcome.



## 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 best practice in inclusive design. Focus on inclusive talent development to support diversity in career development and promotion.

## Key deliverables between 2021 and 2025

Diversification of our workforce	Host board - Glasgow Centre for Inclusive Living Equality Academy Graduate Trainee Programme	Introduction of new inclusive recruitment processes
Introduction of new exit interview processes	Establishment of Executive Leads for protected characteristics	Revised Diversity and Inclusion Governance
Revised Diversity and Inclusion webpages	Establishment of additional professional memberships	Introduction of NHS Scotland Pride Badge
Introduction of new NHSGJ Pride Progress lanyards and belt clips	Equality audits of NHSGJ policies	Enhanced workforce monitoring statistics and reporting
Reduction of digital inequalities providing access to online learning	Launch of 7 staff diversity networks	Introduction of new Reasonable Adjustment Policy
Introduction of new Reasonable Adjustment Passport for staff	Introduction of free sanitary products for our workforce	Unconscious bias and preferred behavioural styles training
Delivery of enhanced diversity training encompassing the 9 protected characteristics	Installation of a Changing Places Toilet (CPT)	First healthcare provider globally to introduce the WelcoMe experience for disabled service users
Design for Dementia Audits	Introduction of new Equality Impact Assessment EQIA template	Launch of bespoke EQIA elearning module
Implementation of strengthened EQIA governance	Inclusive wayfinding strategy for Phase 2 Surgical Centre and Orthopaedic Outpatients	Awards and conference presentations

# Theme A: Diversify Talent

The outcomes associated with Theme A, Diversify Talent, are strategically targeted towards rebalancing our workforce demographics and establishing a more even representation of people who have a Protected Characteristic.

In order to achieve this, we have focused on a number of key deliverables, taking a holistic approach encompassing all strands of organisational function to build strong foundations for cultural change.



The 14 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



- Diversification of our workforce
- Host board - Glasgow Centre for Inclusive Living Equality Academy Graduate Trainee Programme
- Introduction of new inclusive recruitment processes
- Introduction of new exit interview processes
- Establishment of Executive Leads for Protected Characteristics
- Revised Diversity and Inclusion governance
- Revised Diversity and Inclusion webpages
- Establishment of additional professional memberships
- Adopter of the NHS Scotland Pride Badge
- Introduction of new NHSGJ Pride Progress lanyards and belt clips
- Equality audits of NHSGJ 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 of:

- Race
- Disability

## Diversification of our workforce

Over the past 4 years our organisation has witnessed an evolution in the demographic diversity of our workforce. This is particularly applicable to the Protected Characteristic of Race. Between 2021 and 2024, the proportion of ethnic minority staff has increased from 6.6% to 9.4%. This is largely due to the International Nurse Recruitment programme which welcomed nurses from countries including India, Abu Dhabi, United Arab Emirates, Bahrain, Oman, Philippines, Kuwait, Zambia, Malaysia, Iran, and Egypt.

NHS Golden Jubilee features second in the league table of ethnic minority staff as a percentage of the overall workforce (9.4%), behind NHS Education for Scotland (NES) with 14.3%.



With regards to our disabled workforce, there was a small increase in the number of staff with a disclosed disability from 1.4% in 2021 to 1.5% in 2024.

Given that circa 25% of the Scottish population has a disability or long term illness, it is assumed that the actual number of disabled staff will be much higher. Within our next set of Equality Outcomes, we will implement additional measures to encourage more staff to feel confident and comfortable to disclose a disability or long term health condition and enable them to be their authentic selves in the workplace.

Protected Characteristic	2021	2024	% increase
Race	6.6%	9.4%	2.8%
Disability	1.4%	1.5%	0.1%

## GCIL Equality Academy Graduate Trainee Programme

NHSGJ has been an active member of the GCIL Professional Careers programme since the scheme was established in 2014, onboarding a total of 5 disabled graduates across a variety of departments within the organisation in a role that aligns with the candidates skillsets and career goal aspirations.

This opportunity provides immeasurable benefits to both the graduate trainee and NHSGJ as we embrace the valuable contribution that diversity brings to the workplace. Following completion of their placements, all graduate trainees have secured permanent employment with a selection of public and private organisations including NHS Golden Jubilee.

We welcomed the latest graduate trainee in February 2024 for a 2-year placement in our Learning and Organisational Development team.

## Introducing new inclusive recruitment processes

We recognise the benefits that diversity brings to the workplace environment and are committed to cultivating a workforce that reflects the diverse society of Scotland we serve. To achieve this goal, we have focused our attention on the initial stage of the employee lifecycle, centering on the advertisement and interview process.

We actively embrace the values associated with our Disability Confident Leader status and have introduced additional information for disabled candidates on application packs around the Reasonable Adjustment process.

Additionally, our recruitment team has developed new guidance for hiring managers focusing on the importance of establishing diverse interview panels. We understand the benefit that different life experiences and intersectionality of Protected Characteristics brings during the interview and selection process and have issued new guidance to hiring managers to request that diversity of panel members is taken into consideration to reduce any potential unconscious bias.








## New exit interview process

NHS Golden Jubilee is committed to creating an inclusive workplace environment where everyone feels valued and respected. With a mission to on-board diverse talent to the organisation, this is of particular importance for our staff from underrepresented backgrounds. Parallel work streams are underway to obtain data and commence trend analysis with a focus on Race and Disability. The findings will inform future work focused on staff retention.

# Executive Leads for Protected Characteristics

By embedding the ethos of equality at a senior leadership level, we will continue to promote, endorse, and commemorate the diversity within society, building on our strengths and raising the profile of previously underrepresented groups.

We have established Executive Leads to represent the 9 Protected Characteristics and Fairer Scotland Duty. We have also strengthened the role that Executive Directors play in embedding cultural change by assigning each leader to champion a staff diversity network. Directors will engage with their respective network to understand the viewpoint of underrepresented staff and address any issues that are identified. Directors will also undertake training to further expand their knowledge base and transition towards becoming subject matter experts in their field.

Executive Lead	Staff network	Protected Characteristic
 <p>Mark MacGregor</p>	Ethnic Minority network	Race
 <p>Carole Anderson</p>	Ability network	Disability
 <p>Anne Marie Cavanagh</p>	LGBTQ+ network	Sexual Orientation Gender Reassignment (Trans Status)
 <p>Laura Smith</p>	Spiritual Care network	Religion or Belief Marriage/Civil Partnership
 <p>Carolynne O'Connor</p>	Women's network	Sex Maternity and Pregnancy
 <p>Jonny Gamble</p>	Young Persons network	Age Socio Economic
 <p>Sandie Scott</p>	Armed Forces network	Intersectional

# 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 been renamed as the Diversity and Inclusion Group with a revised Terms of Reference (TOR) and new 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 in addition to the oversight of delivery of the equality outcomes.

Chairs of our staff networks also attend 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 Golden Jubilee staff intranet pages have been redesigned to reflect our new vision to delivering the equalities agenda. We have removed individual Protected Characteristic pages, instead adopting an intersectional approach to accurately reflect the reality of personal circumstances. The simplified pages now focus on the 5 key themes of staff networks, equality impact assessments, diversity strategies, reasonable adjustments, and initiatives. In addition, the visualisations have been updated to showcase the diversity of talent within the organisation.

The screenshot shows a website page for 'Equality, Diversity and Inclusion' on the NHS Golden Jubilee intranet. The page features a dark blue header with the NHS logo and navigation links. The main content area has a dark blue background with white text. The text discusses the organization's commitment to equality, diversity, and inclusion, highlighting its values and the importance of providing a safe and effective service. It also mentions the organization's investment in new and innovative ways to support staff and ensure the highest standard of care. The page includes a 'Contact us' button, a 'Send an email' button, and a 'Content Owner/Reviewer' section with a profile picture of Robert White (NHS GOLDEN JUBILEE) and his title 'Equality & Inclusion Lead'. The page is published on 8/2/2024.



Outcome  
**A2**







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

# Professional memberships

NHS Golden Jubilee has a strong track record of establishing robust relationships with third sector organisations and those supporting accreditations and initiatives to mainstream equalities. These include Stonewall Diversity Champions, Investors in Young People, Disability Confident, Glasgow Centre for Inclusive Living, 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
 <p>Hidden Disability Sunflower scheme</p>	<ul style="list-style-type: none"> <li>Disability</li> </ul>
 <p>GCIL Equality Academy Graduate trainee programme</p>	<ul style="list-style-type: none"> <li>Disability</li> </ul>
 <p>Disability Confident Leader</p>	<ul style="list-style-type: none"> <li>Disability</li> </ul>
 <p>Purple Tuesday</p>	<ul style="list-style-type: none"> <li>Disability</li> </ul>
 <p>Investors in Young People</p>	<ul style="list-style-type: none"> <li>Age</li> </ul>
 <p>Stonewall Diversity Champion</p>	<ul style="list-style-type: none"> <li>Sexual orientation</li> <li>Gender Reassignment (Trans Status)</li> </ul>

# 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 LGBTQ+ equality for service users and colleagues from all backgrounds. LGBTQ+ people (and particularly LGBTQ+ ethnic minority people) still face challenges in relation to accessing healthcare, and negative attitudes towards them. Since launching a year ago 239 NHSGJ staff members have signed the pledge equating to circa 10% of the organisational workforce.



# NHS Golden Jubilee Pride Progress Rainbow lanyards

We launched our Pride Progress lanyards and belt clips in February 2024 to coincide with LGBTQ+ History Month – the theme celebrated LGBTQ+ peoples' contribution to the field of medicine and healthcare, both historically and today.

We are proud to be an inclusive employer and recognise the valuable contribution that our LGBTQ+ staff and allies make on a daily basis to deliver high quality care.

To be eligible to wear one of our new rainbow lanyards, staff must be part of the LGBTQ+ community or have signed the NHS Scotland Pride Badge pledge to signify their stance as an LGBTQ+ ally.



## Internal Policy Audits

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

Throughout 2021, we 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.

This 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.
- GCIL commended us 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

NHSGJ received the Gold Employer award in the 2022 WEI submission.

The programme requires participating organisations to demonstrate their commitment to LGBTQ+ inclusion within the workplace by submitting evidence of policies, processes and activities designed to eliminate discrimination and promote equality of opportunity for LGBTQ+ staff.

The 87-page self-audit spans the Board's policy set, employee lifecycles, the LGBTQ+ 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 inequality of access to digital/online resources, providing equity of access to learning opportunities regardless of circumstance.

## Workforce monitoring statistics and reporting

NHS Golden Jubilee introduced disability and ethnicity pay gap reporting within our annual workforce monitoring reports in 2021, ahead of legislative changes. The below tables provide an overview of data up to 31 March 2024.

### Ethnic Minority Pay Gap

The table below shows the average hourly pay split by ethnicity for members of the workforce on Agenda for Change, Medical and Dental, and Senior Managers pay scales:

Grade	Minority Ethnic	Don't know	Prefer not to say	White	Average
Agenda for Change	£18.04	£20.89	£19.15	£18.76	£18.92
Medical and Dental	£40.18	£53.58	£47.65	£47.89	£46.20
Senior Managers		£24.99		£46.83	£41.37
Average	£23.39	£23.66	£22.19	£20.44	£21.10

The average hourly rate for Ethnic Minority colleagues is £2.95 higher than for white (£23.39 versus £20.44). Some of this differential may be able to be accounted for due to the higher proportion of Ethnic Minority colleagues in the Medical and Dental job family, compared to the proportion of Ethnic Minority colleagues in the Agenda for Change job families.

## Disability Pay Gap

The table below shows the average hourly pay split by declared disability status for members of the workforce on Agenda for Change, Medical and Dental, and Senior Managers pay scales:

Grade	Don't know	Non disabled	Prefer not to say	Disabled	Average
Agenda for Change	£18.09	£18.99	£20.11	£19.21	£18.92
Medical and Dental	£48.41	£46.48	£37.65	£55.03	£46.20
Senior Managers		£41.34			£41.37
Average	£19.92	£21.23	£22.65	£20.18	£21.10

The average hourly rate for a colleague who has indicated that they have a disability is £1.05 lower than a colleague who has indicated that they do not have a disability (£20.18 versus £21.23). There are a number of factors that should be taken into account when analysing this data, including:

- Staff within lower banded roles have chosen to disclose a disability
- Staff within higher banded roles have chosen not to disclose a disability.

Given that only 1.5% of the NHS Golden Jubilee workforce have chosen to disclose a disability, it can be assumed this figure will be considerably higher when compared with census data for Scotland, which states that 19.6% of the population indicated they have a disability or long term health condition.

Within our next set of Equality Outcomes, we will implement targeted measures to address this pay gap by encouraging staff to disclose their disability status alongside measures to upskill and promote staff within lower banded roles

## Gender Pay Gap

The table below shows the average hourly pay split by gender for members of the workforce on Agenda for Change, Medical and Dental, and Senior Managers pay scales:

Grade	Female	Male	Average
Agenda for Change	£18.91	£18.97	£18.92
Medical and Dental	£43.76	£47.04	£46.20
Senior Managers	£36.07	£50.20	£41.37
Average	£19.63	£25.16	£21.10

The average hourly rate for women is £5.53 lower than for men (£19.63 versus £25.16). Much of this differential is related to the greater number of men in the Medical and Dental job family at Consultant grade. This means that higher paid female staff tend to be outliers, more so than their male counterparts

## 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. Throughout 2021 we worked closely with our eHealth and Learning and Organisational Development 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 Protected Characteristics through the creation of the following staff networks:

- Ethnic Minority
- Disability
- LGBTQ+



## Outcome C2

Establish a series of User Experience panels covering the 9 Protected Characteristics and Fairer Scotland Duty

## Staff Diversity networks

We initially set a target of establishing 3 staff networks to represent the Protected Characteristics of Race, Disability, and Sexual Orientation/Gender Reassignment (Trans status). We are proud to have more than doubled our ambitions with the rollout of 7 networks representing the Protected Characteristics of Age, Sex, Religion/Belief plus Armed Forces in addition to the core categories detailed in our initial Outcome setting.

The networks and associated members form an integral part of our Board's Diversity and Inclusion Strategic Plan, 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 based within the hospital community. 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 the 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.

NHS Golden Jubilee recognises the importance that staff networks play in fostering an inclusive workplace culture. In 2023 and 2024 we joined thousands of other organisations across the UK to host dedicated events to mark National Day for Staff Networks.



Our events provided an opportunity for each network to showcase their vision for maximising inclusion within the workplace by creating a platform to elevate the voices of a diverse group of staff with lived experience. The design and purchase of bespoke pop up stands for each network has assisted with the visual promotion of individual networks at themed events throughout the year to coincide with equality calendar dates.



**All networks**

- Annual celebration of National day for staff networks



**Ethnic Minority network**

- Race Equality Calendar events
- Ethnic Minority Leadership Conference 2024
- Ethnic Minority networking lunch 2024
- Co-design of NHS Golden Jubilee Anti-racism Action Plan



**Ability network**

- Disability Equality Calendar events
- Co-design of NHS Golden Jubilee Reasonable Adjustment Passport
- Mari Curi Fund raising event 2024
- Hidden Disabilities Sunflower Scheme



**LGBTQ+ network**

- LGBTQ+ Equality Calendar events
- Co-design of NHS Golden Jubilee Pride Progress lanyards/ belt clips
- Collaboration with NHS Greater Glasgow & Clyde LGBTQ+ Forum to celebrate Pride month annually



## Spiritual Care network

- Spiritual Care Equality Calendar events
- Audit of Spiritual Care Services
- Co-design of Spiritual Care Strategy 2023 – 2026
- Delivery of Interfaith week activities



## Women's network

- Women's Equality Calendar events
- Development of resources focusing on gender-based violence
- Menopause café x4 sessions undertaken
- Promotional materials focusing on women's cancers
- Review of Once for Scotland menopause policy
- Annual celebration of International Women's Day
- Review and update of NHS Golden Jubilee Carers Guide



## Young Person's network

- Young People Equality Calendar events
- Supported NHS Golden Jubilee careers event – September 2024
- Planning and participation of STEM event – November 2024
- Promoted inclusivity and kindness through initiatives like World Kindness Day, reinforcing the network's values and purpose.



## Armed Forces network

- Armed Forces Equality Calendar events
- Supporting annual Armistice Day/Remembrance Sunday events
- Supporting annual Lancastria memorial

# 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 deployment of our Reasonable Adjustment Policy and Passport for staff to ensure that an individualised person centred approach to staff wellbeing is adopted.



The 5 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



- Introduction of new Reasonable Adjustment Policy
- Introduction of new Reasonable Adjustment Passport
- Introduction of free sanitary products for our workforce
- Unconscious bias and preferred behavioural styles training
- Delivery of enhanced diversity training



### Outcome B1

Introduction of new organisational Reasonable Adjustment Policy and Passport to enhance staff wellbeing and mitigate barriers to progression resulting from impacts associated with a protected characteristic.

## Reasonable Adjustment Policy

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

- 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.

## Reasonable Adjustment Passport

NHS Golden Jubilee introduced a new staff Reasonable Adjustment Passport on 3 December 2024 to coincide with International day of Persons with disabilities.

The implementation of reasonable adjustments for disabled staff is an existing process that NHS Golden Jubilee must adhere to in order to comply with Equalities legislation. The Reasonable Adjustment Passport will simply act as a formalised template to streamline and improve the process and is intended to support employees to capture the adjustments needed, and to work with Occupational Health and their line manager to put the appropriate support in place.

**Reasonable Adjustment Passport**

**Employee details**

Name: \_\_\_\_\_  
Job title: \_\_\_\_\_  
Line Manager: \_\_\_\_\_  
Unit / Team: \_\_\_\_\_

**About this form**

NHS Golden Jubilee are committed to being an inclusive employer where all staff have the opportunity to fulfil their potential. We know that by investing in our workforce, we can deliver better services and improve patient care.

The Equality Act 2010 requires organisations to make 'reasonable adjustments' in order to ensure disabled employees, and those with long-term physical or mental health conditions, are not disadvantaged when working with us.

The Passport will also deliver the following benefits:

- Creation of Reasonable Adjustment Champions within Occupational Health, HR and Digital.
- Introduction of an audit timeline detailing key interactions and dates for request and implementation.
- Swim lane diagram outlining clear roles and responsibilities.
- Defined process for new and existing staff.
- Formalisation of regular reviews to ensure effectiveness of the implemented adjustments.

Reasonable Adjustment	Supported by (dept lead)	Date requested	Date implemented	Notes
Working pattern				
Working environment				
Equipment				

When filling in a reasonable adjustment passport for the first time, where you already have an adjustments in place which has been agreed and is suitable for the category of role you are in, these existing adjustments will be honoured with no need to contact occupational health.

All copies of current and previous reasonable adjustment agreements should be retained by the employee in a secure and confidential place and shared with line managers.

The Passport will act as a driver for change, using anonymised data capture and thematic analysis to improve implementation timelines and staff experience. Cost savings could also be realised if demand for similar adjustments is identified.

It is also hoped that the passport will act as a catalyst to promote the benefits of disability status self-disclosure on eESS

## Introduction of free sanitary products for our workforce

At 30 June 2024, the NHS Golden Jubilee workforce was 71.5% female and 28.5% male.

We introduced free sanitary products within staff female toilets across our site in July 2023 in a targeted measure to reduce health inequalities and eradicate period poverty. It is estimated that women on average spend £13 per month / £156 per year on period products and it is recognised that period poverty can have a detrimental effect on the health and wellbeing of women, and trans people. The use of period products for longer than is recommended or using unsuitable alternatives can lead to infections and health issues. Additionally, women and trans people may feel they have no choice but to miss out on work or recreation due to not having appropriate products.

The impacts of period poverty can be exacerbated where there are period-related health issues, such as endometriosis or polycystic ovary syndrome, which can mean heavier or irregular periods and, as a result, an increased number of products might be needed each month. In addition, perimenopause can result in women seeing their periods becoming irregular and heavy. If people do not have access to their own income, they may struggle to access period products, e.g. if a partner withholds money or the person is worried about the impact on the household budget and does not feel that they can ask for them.



### Outcome B2

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

# Unconscious bias and preferred behavioural styles

Valuing Diversity Part 2 forms part of our highly recommended suite of training delivered during staff onboarding to the organisation. The content and delivery style of this monthly 3-hour workshop has been updated to incorporate unconscious bias and preferred behavioural styles. The course content explores the origins of learned behaviour and assumptions, and challenges people to reconsider the lens from which they view the world. Our aim is to call people in to the conversation rather than calling people out, with the knowledge that bias is a natural aspect of being human. Our goal is to create an opportunity for reflection to cultivate different perspectives, inclusive relationships and better outcomes.



## Outcome B3

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

## Diversity training overview

We continue to place a strong emphasis on upskilling our workforce on the topic of equality, diversity, and inclusion through workshops and eLearning modules.

In August 2023 we introduced a new 2-year revalidation cycle for our mandatory diversity elearning module (Valuing Diversity Part 1), to provide synergy with other Board mandatory training modules. This will ensure that staff maintain an up-to-date knowledge of the equality, diversity, and inclusion agenda to align with our Board values.

We have liaised with external providers to source bespoke training focusing on a range of protected characteristics to raise awareness and upskill key departments and staffing groups.

The below table provides a high level overview of the training delivered over the past four years.

Workshops	Number of sessions	Protected characteristic
Valuing Diversity Part 2	48	Intersectional
Challenging racism and creating an inclusive workplace culture	16	Race
Autism awareness	9	Disability
Deaf awareness	4	Disability
Learn to sign course	1	Disability
Hidden Disabilities	2	Disability
Reasonable Adjustments	1	Disability
LGBTQ+ allyship	1	Sexual Orientation
Bisexuality awareness	1	Sexual Orientation/
Trans awareness	1	Gender reassignment

# Challenging racism and creating an inclusive workplace culture

Between August 2021 and December 2022, 16 workshops were delivered to key staffing groups across the organisation including Executive Directors, Medical staff, Nursing, Clinicians, Senior Managers and core staff within key teams. The 3-hour workshop covered:

- 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, and
- 4 steps to creating an inclusive culture.

## Deaf awareness training

Between May and October 2023, we delivered 4 deaf awareness training sessions and 1 'learn to sign' course for 50 staff from key patient facing functions including Hospital Reception, Unit Coordinators, Catering, Spiritual Care and Volunteering. Hearing loss constitutes 1 of the most common impairments in Scotland and we aim to provide an elevated level of person centred care for service users with a hearing impairment.

## Neurodiversity awareness

Throughout 2023 and 2024, NHSGJ teamed up with the National Autistic Society and Scottish Autism to deliver 9 half-day neurodiversity awareness workshops for around 100 staff. The sessions focused on:

- Understanding what autism is, and introducing autism as a developmental difference and how our thinking has involved.
- Understanding autism as a difference in communication, interaction and thinking.
- Exploring sensory differences and how people with autism experience the social world.
- Providing tools for managers to identify and implement reasonable adjustments in the workplace for colleagues with autism. Hidden Disabilities webinars

Our membership of the Hidden Disabilities Sunflower scheme entitles us to tap into annual bespoke webinars. The first was delivered to staff in November 2023, with the second following shortly thereafter in April 2024. The 1-hour webinars provided an overview of the Sunflower scheme and detailed the most common types of hidden disabilities supported by the specific charities that work with each condition. To date we have upskilled our staff on disabilities/conditions including autism, chronic pain, dementia, visual impairment, hearing loss, stammering, dementia, acquired brain injury, and foetal alcohol spectrum disorder.



# Equality Outcomes C: Inclusive Service Design

Our equality outcomes associated with Theme C, Inclusive Service Design, 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.

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 8 deliverables associated with Theme C are listed below with an in-depth overview provided under each itemised section.

## Theme C: Deliverables



- Installation of a Changing Places Toilet (CPT)
- Introducing WelcoMe to NHS Golden Jubilee
- Design for Dementia audits
- Introduction of new EQIA template
- Launch bespoke EQIA eLearning module
- Strengthened EQIA governance process
- Inclusive wayfinding strategy for Phase 2 Surgical Centre and Orthopaedic Outpatients
- Awards and conference presentations



### Outcome C1

Continue to lead on and develop the Inclusive Design Community of Practice to create a central resource for design excellence.



### Outcome C3

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

## New Changing Places Toilet (CPT)

NHS Golden Jubilee is always looking to improve the accessibility of our site to ensure that we are inclusive of the needs of everyone accessing our services.

We opened a Changing Places Toilet within a central location on the ground floor in March 2024. This purpose-built facility is specifically designed to improve accessibility and quality for those requiring additional space, equipment, time, and assistance.



The Changing Places Toilet is a significant addition to the existing accessible facilities available for staff, patients, and visitors at the hospital.

Specifically designed for individuals unable to use standard accessible toilets, the facility is equipped with essential features including an adult-sized changing bench, ceiling track hoist system, and height-adjustable washbasin.

The introduction of this facility highlights our commitment to inclusivity and accessibility within our premises where all individuals, regardless of ability, can access essential amenities comfortably.

The facility will also play a key role in events and conferences hosted at the Golden Jubilee Conference Hotel.

# WelcoMe

In spring 2024, NHS Golden Jubilee became the first healthcare provider globally to offer the WelcoMe experience to disabled service users across all hospital functions.

WelcoMe is a cloud based assistance request platform which allows service users with a disability, the opportunity to notify the hospital about any specific accessibility requirements prior to their arrival onsite.

We are notified of the visit request and receive an overview of the requester’s disability, including photos to assist with identification and disability awareness refreshers from a diverse list of common and less well known conditions to facilitate meaningful and person centred interaction. The platform also enables staff to get in touch with service users to update them of any changes to their visit and manage expectations accordingly.

The introduction of WelcoMe to NHSGJ supports the Public Sector Equality Duty, Fairer Scotland Duty, and the Board’s Equality Outcomes through the following deliverables:

- A proactive and cost effective process for reducing health inequalities for people with a protected characteristic – specifically disability.
- Meeting our obligations under the Equality Act 2010 to implement reasonable adjustments for service users with a disability prior to their arrival onsite.
- Directly aligning with our Board values to provide an enhanced person-centred model of healthcare based on the social model of disability.

Since launching in April 2024, we have provided enhanced assistance to over 40 service users with a wide range of disabilities including:

Mobility impairment	Hearing loss	Visual impairment	Dementia	Stroke
Learning disability	Dyslexia	Ataxia	Amputee	Parkinson’s



**WelcoMe** NHS Golden Jubilee

## Making your patient experience more accessible

NHS Golden Jubilee is partnering with WelcoMe to improve your experience and meet your accessibility needs.

Patients can set up a free account on the WelcoMe website to fill in their personal profile information and book a visit that matches their appointment or procedure.

You can create a free account at any time but please give us at least **48 hours'** notice of your visit to ensure we can put arrangements in place.

Our team will receive an overview of your disability related access and communication requirements, allowing us to deliver a service that meets your needs.

**We will be notified when you:**

- **book a visit; and**
- **arrive via the WelcoMe arrival button**

Scan this QR code to visit the NHS Golden Jubilee WelcoME page.



Alternatively, you can visit the page via the following link:

[hospital.nhsgoldenjubilee.co.uk/patient-information/welcome](https://hospital.nhsgoldenjubilee.co.uk/patient-information/welcome)



# Design for Dementia audits

NHS Golden Jubilee teamed up with Alzheimer’s Scotland to undertake a series of audits across our site to ensure that our facilities, services, and processes are designed to maximise inclusion for service users with dementia.

Initial reviews of the hospital entrance, reception, Level 1 Outpatients, and Ward areas focused on existing signage/wayfinding and sanitary facilities. We are committed to furthering this work and will commit to delivering tangible outputs in our Equality Outcomes 2025 to 2029.

# New Equality Impact Assessment template

We have redesigned our Equality Impact Assessment template to create a more user friendly and engaging approach to conducting assessments.

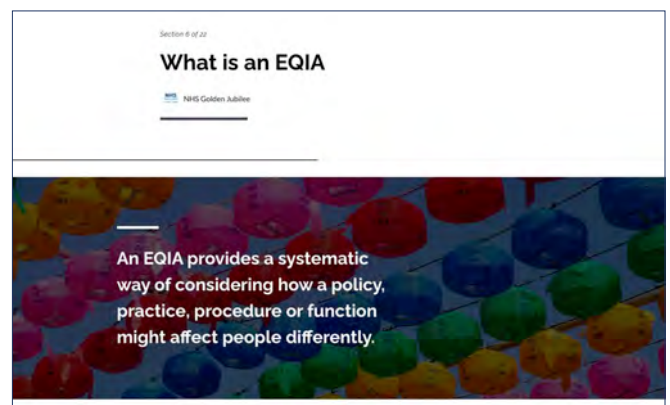
The new template follows a 9-stage process to identify positive, negative, and neutral impacts associated with the introduction of, or amendment to, an existing policy, practice, function or service. It also includes a traffic light impact rating scale to illustrate where action is required to remove, manage, or mitigate barriers for people represented by a protected characteristic.

The template also 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 and requirements in line with the United Nations Convention on Rights of a Child (UNCRC). Furthermore, throughout the template we have embedded links to relevant legislation, policy, and guidance to contextualise and provide an educational insight for those who are undertaking the assessment.



# New Equality Impact Assessment eLearning module

We have developed a bespoke eLearning module to support the rollout of the new Equality Impact Assessment template. The module was introduced in May 2022 and has already been completed by around 1,300 staff.



## Equality Impact Assessment Governance

We have implemented a revised governance structure that requires the completion of an Equality Impact Assessment at the scoping phase of a programme or project. This ensures that considerations relating to equality, diversity, and inclusion are reviewed and any issues identified before approval is granted.

## Surgical Centre and Orthopaedic Outpatient inclusive wayfinding

NHS Golden Jubilee has embedded the principles of inclusive design within the hospital expansion programme, encompassing the Eye Centre, Surgical Centre and our new Orthopaedic Outpatients department.

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



In addition, we have liaised with the National Treatment Centres Programme Board to share best practice strategies for embedding inclusive design principles across the remainder of the National Treatment Centres due for completion 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


Our success of delivering inclusive healthcare services and facilities has been recognised at a national level through awards and conference presentations, including:

- NHS Assure Design Excellence Awards 2022 Commendation Award
- SALUS 8th 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
- Scotland's Veterans Awards Employer of the Year 2024 and Silver winner 2023


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# NHS Golden Jubilee

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