



# Diversity and Inclusion Strategy 2021-25

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# Introduction

NHS Golden Jubilee is a progressive organisation with a strong track record of promoting diversity and working with staff to ensure we establish an inclusive workplace. We recognise the value a diverse workforce brings in offering different perspectives in how we deliver high quality, **safe, effective, person-centred** care and maintain a healthy, vibrant, and inclusive culture throughout our organisation.

The Diversity and Inclusion strategy forms an integral part of our Boards overarching aim to promote the wellbeing of staff, patients and volunteers. As such, there are a number of crossovers and interdependencies spanning across existing and future outcomes specifically focusing on the following strategies:

- Health and Wellbeing Strategy
- Involving People Strategy
- Volunteer Strategy

To date, we have made meaningful progress in our approach to mainstreaming equalities throughout the organisation with specific reference to the following achievements:

- Disability Confident Leader status since 2018
- Stonewall Diversity Champion for 10 years
- Investor in Young People Gold Award
- Formation of new Domestic Abuse Partnership
- Renewal of our Investor in Volunteers status
- Development of a new user-friendly integrated Equality Impact Assessment (EQIA)
- Embedded approach to equality in expansion works

In addition, we have maintained strong partnership with public and third sector organisations including: Police Scotland, Stonewall Scotland, GCIL Equality Academy, Action on Hearing Loss, Visibility Scotland and Alzheimer's Scotland. We recognise that people perform best when they are encouraged to be themselves and so we are intentional about supporting our staff and volunteers across all nine Protected Characteristics and beyond.

NHS Golden Jubilee is also firmly committed to ongoing development of the care and services we provide in a way that ensures equality of access. We have embedded user centred design into our approach to expansion and development of our hospital and services we provide for the diverse population of Scotland we serve.

We have worked in partnership with staff to set out our strategy for further developing our approach to diversity and inclusion. This includes agreeing our equality outcomes for 2021-2025 and describing our ambition to be a leading equality employer and a leader in the design and delivery of inclusive and accessible healthcare services.

## The legislative context

This strategy is 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.



## Equality Outcomes 2021 - 2025

Our diversity and inclusion strategy is defined and categorised under the following three themes. This strategy details the priorities we will pursue over the next four years to achieve these aims and the outcomes we expect to deliver.

### 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 Design

- Best practice leader in inclusive 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.



## Theme A - Diversify Talent

How organisations are perceived by prospective job applicants influences the diversity of people who apply to work for them. Organisations who are able to engage the interest of people from a wide range of backgrounds connect with them on many levels including:

- Visibility of the diversity of leaders within the organisation.
- Use of inclusive language in promotional materials including recruitment.
- Visibility of staff networks for people who share a Protected Characteristic adopting an intersectional approach.
- Case studies and stories from staff on what it's like to work for the organisation.

We recognise through our workforce monitoring data that although we have people who identify as coming from different backgrounds and having Protected Characteristics, there is room to improve diversity in our workforce.

We will work to improve and develop our approach to attracting people from a diverse talent pool to apply to work for us and support them effectively through the recruitment process.

This will include:

- A review of the visualisations featured on the NHS Golden Jubilee website, (with particular focus on the careers page) to ensure demographic imagery aligns with people who share a Protected Characteristic.
- Employability engagement activities with underrepresented groups including people from BAME, Disability, LGBT+ and low socio-economic backgrounds.
- Outreach communications strategy via social media and press, targeted at people from underrepresented backgrounds.



- Inclusion of underrepresented employees within interview panels, where practicable to bring a diverse set of opinions when profiling potential new talent to the organisation.

We will work to improve diversity across our workforce and Protected Characteristics with a particular focus on improving diversity in relation to disability through:

- Learning and education for recruitment managers on supporting disabled applicants including people with neuro-diversity.
- Engaging with disability groups to promote NHS Golden Jubilee as a Disability Confident employer.
- Improving the recruitment process and removing barriers for disabled applicants.

Career development and promotion within the NHS and NHS Golden Jubilee should reflect the diversity of our workforce. We recognise there is more we can do to ensure that people from different and diverse backgrounds feel inspired and empowered to develop their career. Adopting agile working going forward, and this having been accelerated by home working throughout the COVID-19 pandemic, introduces its own barriers for some. We recognise that in order to support equity of career progression, we must support training and eLearning remotely. We will also focus on ensuring support for promotion and career progression that aligns with our priorities for increasing diversity at all levels in our workforce.

This will include:

- Introducing ethnicity pay gap reporting to help identify areas for improvement.
- Understanding and addressing barriers to career progression and promotion for people with Protected Characteristics.

In order to enhance our outreach and engagement activities with staff from underrepresented backgrounds, we plan to review the remit of the existing Equalities Group and implement the following changes:

- Rebranding of the existing Equalities Group to Diversity and Inclusion Group including a revised governance structure and updated Terms of Reference (TOR).
- Creation of staff-side satellite networks to represent BAME, Disability and LGBT+. In doing so, we will encourage members to self-identify their respective network to reflect contemporary terminology.
- Membership of the new NHS Scotland national BAME network in addition to other emerging national frameworks representing the Protected Characteristics and Fairer Scotland Duty.



# Equality Outcomes – Theme A

Our equality outcomes related to **Diversify Talent** are:

Outcome	Overview
<b>A1</b>	Increase the number of people in our workforce who identify as having a Protected Characteristic with a focus on: <ul style="list-style-type: none"> <li>• Race</li> <li>• Disability</li> </ul>
<b>A2</b>	Increase the number of job applications, including internal promotions, received from people who identify as having a Protected Characteristic.
<b>A3</b>	Reduce Protected Characteristic pay gaps resulting from diversity imbalance across NHS pay bands.
<b>A4</b>	Enhance our outreach and engagement activities with staff from underrepresented backgrounds through the creation of the following satellite networks: <ul style="list-style-type: none"> <li>• BAME</li> <li>• Disability</li> <li>• LGBT+</li> </ul>



## Theme B – Wellbeing and Cohesion

Successfully embedding the diversity and inclusion agenda within workforce culture requires a tiered approach, cascading from senior management level down through the organisation. Education fosters knowledge which creates understanding. Therefore, the development and introduction of new training packages will form a key component towards driving cultural change including:

- Introduction of the concepts of unconscious bias within existing mandatory Valuing Diversity e-learning and classroom courses.
- Introduction of additional organisational diversity and inclusion training (e-learning and classroom), focusing on the nine Protected Characteristics and Fairer Scotland Duty.
- Invigorated communications strategy to highlight the processes associated with our workplace Bullying and harassment policies to promote the wellbeing and inclusion agenda and reinforce our no-tolerance stance.

Creating cohesion within teams will foster a happier and more productive workforce. By understanding our own preferences and working styles, this increases self-awareness and supports us to build more effective relationships within the workplace context. We propose to enhance cohesion and wellbeing through the implementation of:

- Increased staff self-awareness of 'Preferred Behavioural Style' through the promotion of existing training provided by the organisation.
- Facilitation of inclusive and accessible staff engagement activities, designed for maximum inclusion for all, with particular reference to people from underrepresented groups.

In order to further harmonise the inclusion and wellbeing of staff, we propose to introduce a new organisational wide 'Health Passport'.

This live platform 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 nine Protected Characteristics to assist with monitoring and reporting of workforce data as per legislative requirements.
- COVID-19 risk register for staff groups in the high-risk/vulnerable categories, specifically in relation to staff from BAME, Disability and low socio-economic backgrounds.
- 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.

## Theme B – Equality Outcomes

Our equality outcomes related to **Wellbeing and Cohesion** are:

Outcome	Overview
<b>B1</b>	<ul style="list-style-type: none"> <li>• Introduction of new organisational Health Passport to enhance staff wellbeing and mitigate barriers to progression resulting from impacts associated with a Protected Characteristic.</li> </ul>
<b>B2</b>	<ul style="list-style-type: none"> <li>• Introduction of the concepts of unconscious bias and preferred behavioural styles within existing mandatory Valuing Diversity Part two classroom training.</li> <li>• Development of new training packages (eLearning/classroom) covering the nine Protected Characteristics and Fairer Scotland Duty.</li> </ul>
<b>B3</b>	<ul style="list-style-type: none"> <li>• Address the inequality of access to digital/online resources, providing equity of access to Learning and Organisational Development opportunities regardless of circumstance.</li> </ul>

## Theme C – Inclusive design excellence

We will continue to strive for excellence in the design of inclusive facilities, services, and practices in order to provide a high standard of accessibility and inclusivity throughout all patient pathways. This will be achieved through our organisational cultural approach to how we design and deliver services by further embedding the Equality Impact Assessment process (EQIA) and assurance design principles. In doing so, we are also firmly committed towards reducing health inequalities experienced by our service users and will continue to promote this agenda across all aspects of service delivery.

This work will be achieved through close collaboration with key stakeholders involving multiple engagement methodologies. We plan to further strengthen our engagement practices through a key leadership role within the Service Design community of practice (Healthcare Improvement Scotland) including:

- Leader and facilitator of new Inclusive design community of practice under the theme of 'Seldom heard voices'.
- Establishment of new national user experience panels to represent the nine Protected Characteristics and Fairer Scotland Duty.
- Strengthen connections with local and national charities and community groups for people who share a Protected Characteristic.
- Official launch event and associated training (eLearning / classroom) for the new Equality Impact Assessment process (EQIA).

We will continue to deliver equality through the implementation of inclusive design principles throughout our hospital expansion programme and works to existing facilities. In doing so, we will identify and prioritise key areas for improvement based on updated Building Standards and Best Practice guidance for accessibility including:

- Review of existing accessible sanitary facilities and provision of a Changing Places Toilet (CPT).
- Review of existing wayfinding signage.
- Review of existing interior finishes, fixtures and fittings.

The first example of our work in this area can be experienced in the new Eye Centre – forming phase one of our hospital expansion programme, including:

- Innovative wayfinding strategy incorporating coloured and lettered zoning, directional wayfinding floor lines, visual impairment, and dementia friendly interior finishes.
- Signage strategy featuring gender neutral high contrast, visual impairment and dementia friendly tactile symbols, embossed text, braille, and integrated hearing loop signage.
- Bespoke manifestations and integrated art strategy to full height glazing featuring the iconic River Clyde skyline and NHS Scotland branding.



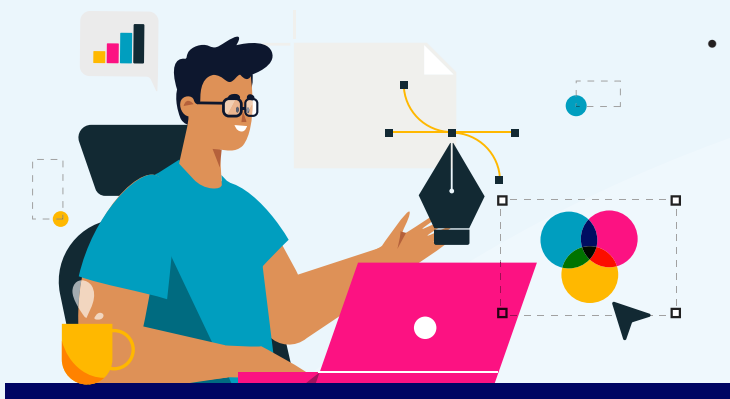
The implementation of Innovative technological solutions to overcome inequalities will continue to form an important part of our remit moving forward. Our strategic partnership with Jayex – a leading developer of self-check in kiosks will feature an industry first for accessibility including:

- Fully height adjustable wheelchair accessible kiosks.
- Enhanced accessibility functionality including – pinch and zoom magnification, voice guidance, colour themes, text to speech and voice recognition for hands free check in.

- Complimentary suite of language options featuring voice guidance and text to speech functionality spoken in ten core languages.

In addition to the above, we continue to engage with external partners to bring forward the latest advances for accessibility including:

- The first hospital in the UK to introduce a pilot study of the Welcome app platform for disabled patients who require additional help and assistance during the arrival and check in process.
- The first NHS Board in Scotland to introduce the audio description toilet by ADI Access to assist patients who are blind or visually impaired.
- Bespoke decals for vending machines within the new Eye Centre to reflect minimum best practice standards for optimal contrast and text height viewing.



## Equality Outcomes – Theme C

Our equality outcomes related to **Service Design excellence** are:

Outcome	Overview
<b>C1</b>	<ul style="list-style-type: none"> <li>• Continue to lead on and develop the Inclusive design community of practice to create a central resource for design excellence.</li> </ul>
<b>C2</b>	<ul style="list-style-type: none"> <li>• Establish a series of User Experience panels covering the nine Protected Characteristics and Fairer Scotland Duty.</li> </ul>
<b>C3</b>	<ul style="list-style-type: none"> <li>• Continue to innovate and transform the accessibility of patient services by embedding inclusive design (facilities, services and practices).</li> </ul>



## Evaluation and rationale

### Our evidence-base

NHS Golden Jubilee have deployed a range of research methodologies during the development of this strategy in order to identify and capture a series of outcomes that reflect the diverse needs of our service users and workforce. Specifically, the following approaches were adopted during the development of this strategy:

- **Stakeholder engagement**

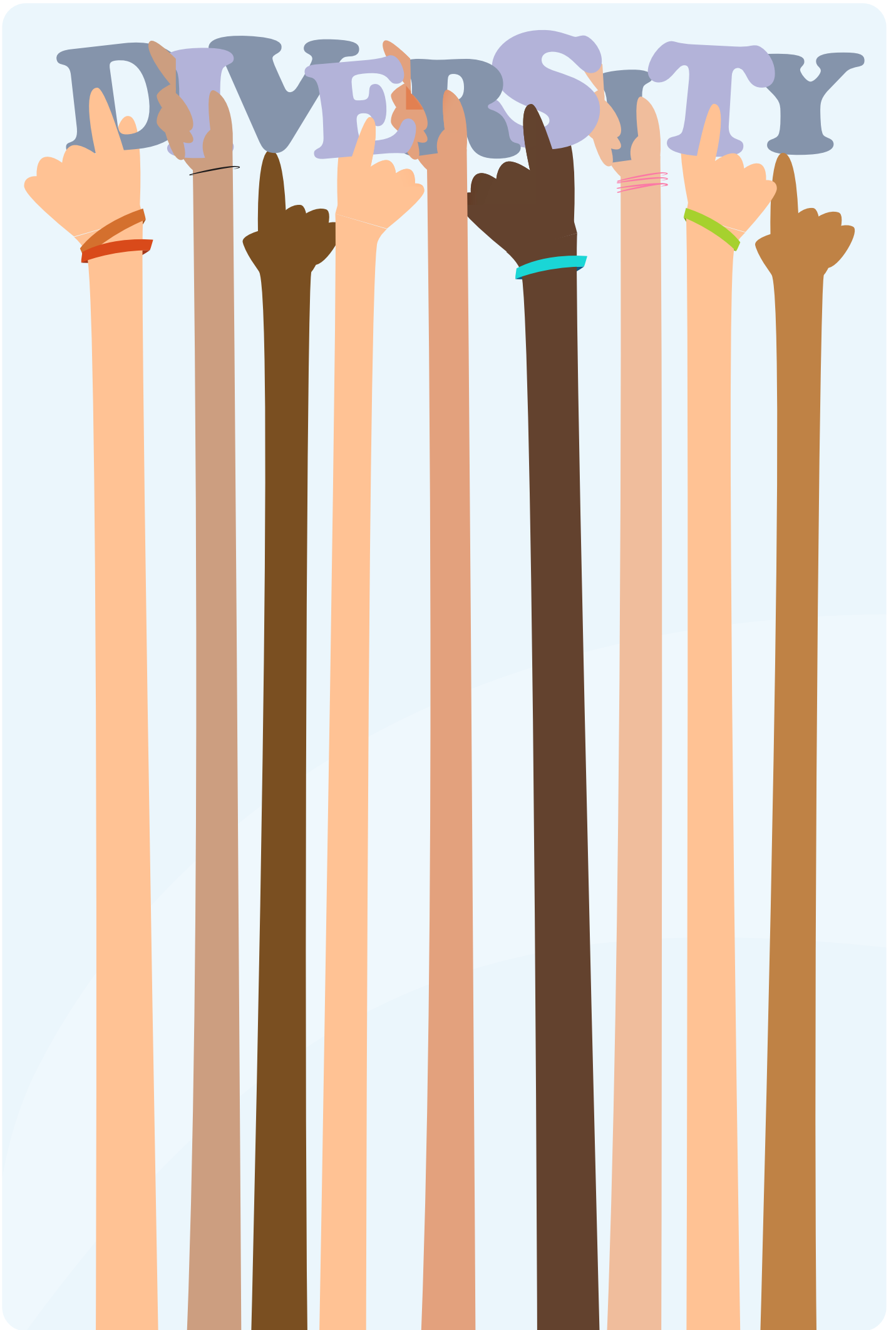
A series of networking and engagement events throughout 2020 comprising workshops, focus groups and interviews targeted at the following people:

- **Internal engagement** across all organisational tiers and governance structures including the Equalities Group; Involving People Group; Volunteer Forum; Board workshop; Valuing Diversity training sessions and open dialogue with existing staff networks.
- **External engagement** across a variety of sectors including NHS Scotland National Equality and Diversity Leads Network; Stonewall Scotland; GCIL Equality Academy; Visibility Scotland and Alzheimer's Scotland.

- **Literature review**

A comprehensive review of research and evidence to ascertain the current trends and enable the development of meaningful outcomes to reflect these including:

- **Internal data:** A review of organisational workforce equalities monitoring data between 2016 and 2020 to collate past and current trends. This in turn allows for the creation of meaningful outcomes to increase representation and reduce inequalities among staff who share a Protected Characteristic.
- **External data:** A review of contemporary best practice trends focusing on the diversity and inclusion agenda from a local, national, and international perspective. The principal resource for this data stems from the D&I Leaders Community of Practice online resource; Scottish Government publications and data from third sector 'values based' organisations spanning the nine Protected Characteristics and Fairer Scotland Duty.





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