Transformation and Equality Statement of Intent

2012 – 2015

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Foreword by Chief Executive

Lancashire Care NHS Foundation Trust strives to promote health and well- being and ensure equity of access to health care and employment. Health care provision should be equitable and relevant to the needs of the individual with assumptions based on stereotypes being challenged at every opportunity.

This Statement of Intent will assist every department of Lancashire Care NHS Foundation Trust to ensure we work inclusively.

One of the measures of our success is the extent to which service users, carers and staff are engaged in everything the Trust does. The Trust will strive to do this effectively through the Trust adoption of the Department of Health's Equality Delivery System (EDS) by ensuring that performance monitoring and scrutiny include all diverse groups defined as the 'protected characteristics' in the Equality Act 2010. Qualitative feedback from service users, staff and carers will also help us make sure that every person, mindful of their diversity, is treated with dignity and respect in line with the organisations Values of Integrity, Respect, Excellence, Accountability, Compassion and Teamwork.

The Trust will seek to challenge discrimination at all levels in positive and constructive ways allowing the organisation and our partners to constantly improve our efforts in meeting the needs of the diverse communities we serve and our workforce.

Heather Tierney - Moore

Chief Executive

Lancashire Care NHS Foundation Trust

(October 2012)

Introduction

The Trust has a duty to ensure compliance with the Public Sector Duties of the Equality Ac t 2010. The Public Sector Equality Duties are:

- 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.

The Trust must pay 'due regard' to the Duties by:

- Removing or minimising disadvantages suffered by people due to their 'protected characteristics'.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

To do this successfully and to build on the work of the Single Equality Scheme 2008-11 (evaluation available from www.lancashirecare.nhs.uk), the Trust is embarking on a new phase of equality and diversity delivery and is using the Department of Health Equality Delivery System (EDS) which focuses on Better Health Outcomes for All, Improved Patient Access and Experience, Empowered Engaged and Well Supported Staff and Inclusive Leadership at All Levels.

The EDS includes all nine 'Protected Characteristics' of the Equality Act which are: Age, Disability, Race, Sex, Gender Reassignment, Marriage and Civil Partnership (Employment only), Pregnancy and Maternity, Religion and Belief and Sexual Orientation.

Equality Delivery System Goals

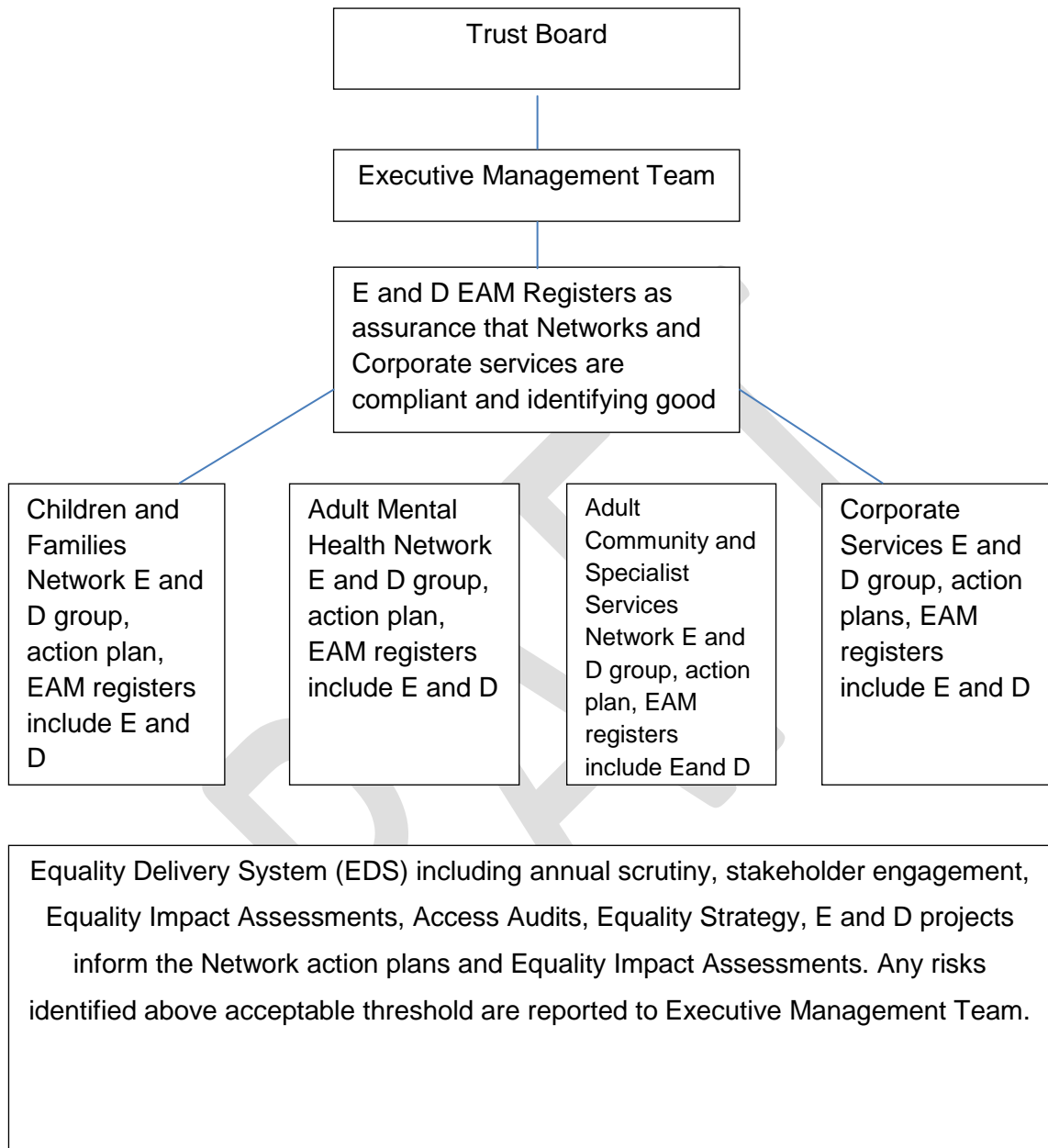| Goal	Narrative	Outcome
1. Better health outcomes for all	The NHS should achieve improvements in patient health, public health and patient safety for all, based on comprehensive evidence of needs and results	1.1 Services are commissioned, designed and procured to meet the health needs of local communities, promote well-being, and reduce health inequalities
		1.2 Individual patients' health needs are assessed, and resulting services provided, in appropriate and effective ways
		1.3 Changes across services for individual patients are discussed with them, and transitions are made smoothly
		1.4 The safety of patients is prioritised and assured. In particular, patients are free from abuse, harassment, bullying, violence from other patients and staff, with redress being open and fair to all
		1.5 Public health, vaccination and screening programmes reach and benefit all local communities and groups
2. Improved patient access and experience	The NHS should improve accessibility and information, and deliver the right services that are targeted, useful, useable and used in order to improve patient experience	2.1 Patients, carers and communities can readily access services, and should not be denied access on unreasonable grounds
		2.2 Patients are informed and supported to be as involved as they wish to be in their diagnoses and decisions about their care, and to exercise choice about treatments and places of treatment
		2.3 Patients and carers report positive experiences of their treatment and care outcomes and of being listened to and respected and of how their privacy and dignity is prioritised
		2.4 Patients' and carers' complaints about services, and subsequent claims for redress, should be handled respectfully and efficiently
3. Empowered, engaged and well-supported staff	The NHS should Increase the diversity and quality of the working lives of the paid and non-paid workforce, supporting all staff to better respond to patients' and communities' needs	3.1 Recruitment and selection processes are fair, inclusive and transparent so that the workforce becomes as diverse as it can be within all occupations and grades
		3.2 Levels of pay and related terms and conditions are fairly determined for all posts, with staff doing equal work and work rated as of equal value being entitled to equal pay
		3.3 Through support, training, personal development and performance appraisal, staff are confident and competent to do their work, so that services are commissioned or provided appropriately
		3.4 Staff are free from abuse, harassment, bullying, violence from both patients and their relatives and colleagues, with redress being open and fair to all
		3.5 Flexible working options are made available to all staff, consistent with the needs of the service, and the way that people lead their lives. (Flexible working may be a reasonable adjustment for disabled members of staff or carers.)
		3.6 The workforce is supported to remain healthy, with a focus on addressing major health and lifestyle issues that affect individual staff and the wider population
4. Inclusive leadership at all levels	NHS organisations should ensure that equality is everyone's business, and everyone is expected to take an active part, supported by the work of specialist equality leaders and champions	4.1 Boards and senior leaders conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations and beyond
		4.2 Middle managers and other line managers support and motivate their staff to work in culturally competent ways within a work environment free from discrimination
		4.3 The organisation uses the "Competency Framework for Equality and Diversity Leadership" to recruit, develop and support strategic leaders to advance equality outcomes

High Level Equality and Diversity Actions

Action are based on the recommendations from the delivery of the Trust Single Equality Scheme (2008 -11) and the EDS Goals and health outcomes.

All Networks and Corporate Services will:

- Ensure Enterprise Assurance Management (EAM) risk registers will have risks relating to equality and diversity embedded within them
- Ensure they work to improve the quality of equality data to support Equality Impact Assessment (EIA) work and provision of evidence for EDS
- Ensure they support proactive delivery by setting up local equality and diversity working groups and develop EDS action plans based on EDS evidence and outcomes, Single Equality Scheme recommendations and local need
- Ensure that any leadership, coaching and mentoring interventions will ensure that they are inclusive of staff from all diverse groups possibly by using targeted interventions
- Ensure that all 'activities' (as defined earlier) have high quality EIA's carried out to inform developments and provide evidence for EDS scrutiny
- Ensure that at least 3 staff from each Network and Corporate Services are trained to scrutinise EIA's. This is to ensure that expertise and knowledge can be utilised at all times to inform high quality EIA work
- Ensure that all buildings are fully accessible to people from diverse communities including those with disabilities, and respond efficiently to access needs beyond just physical access (e.g imagery, easy read, language, behaviours, cultural competence)
- Ensure that all staff have completed the mandatory equality and diversity training
- Ensure that all Performance Development Reviews include aspects of equality and diversity relevant to the job role (identifying individual needs e.g. training, or individual good practice that could be shared across clinical or non- clinical teams)
- Ensure that evidence for EDS scrutiny is provided twice a year

Trust Equality Structure

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                    │ Executive Management Team   │
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                    │ E and D EAM Registers as    │
                    │ assurance that Networks and │
                    │ Corporate services are      │
                    │ compliant and identifying good │
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| Children and Families Network E and D group, action plan, EAM registers include E and D | Adult Mental Health Network E and D group, action plan, EAM registers include E and D | Adult Community and Specialist Services Network E and D group, action plan, EAM registers include E and D | Corporate Services E and D group, action plans, EAM registers include E and D |

Equality Delivery System (EDS) including annual scrutiny, stakeholder engagement, Equality Impact Assessments, Access Audits, Equality Strategy, E and D projects inform the Network action plans and Equality Impact Assessments. Any risks identified above acceptable threshold are reported to Executive Management Team.

Supporting information

The Trust acknowledges that to strive for equality for all means recognising diversity. Quite often the needs of diverse communities and individuals can be subtly different. If the Trust only provided 'the same service to everyone' then the Trust is in danger of overlooking the sometimes subtle differences in need and excluding some people within our local communities. The Trust is committed to working with service users, carers, communities, staff and partner agencies to ensure the needs of all Lancashire's diverse communities are recognised and addressed.

The Trust is now entering into a new era of competitive health care with increasing financial and resource pressures. To guarantee its future the Trust must be able to demonstrate that is it the best health care provider for the people of Lancashire. Commissioners are now demanding that the Trust can demonstrate improved health outcomes for people from diverse backgrounds, especially those from the protected characteristics. EDS supports the Trust in achieving this and all the Trust Values especially that of 'Excellence'. This determination to ensure equality runs through employment, service delivery and community engagement will mean a more targeted and effective use of resources, which makes sound business sense and leads to improved service user experience and staff satisfaction.

Organisational Priorities

The Trust's current organisational priorities are:

- Strengthen organisational delivery and assurance systems, through organisational re-design, to improve compliance and quality and achieve upper quartile performance.
- Deliver quality improvement and productivity efficiency savings of 20% across the whole Trust income base over 5 years, achieving 5% in 2013/14
- Deliver the benefits of the integration of community services through the Engaging for Excellence transformation programmes.
- Deliver service transformation and associated capital programmes in line with the milestones that underpin the delivery of the Engaging for Excellence transformation programme.

- Engage positively and effectively with patients, service users, carers, staff, partners and commissioners.

To ensure effective delivery of the priorities the Trust must ensure it embeds equality and diversity throughout all its work. The outcome of this commitment to equality and diversity will be improved experiences amongst service users, carers, community members, staff from all diverse backgrounds. and other partners agencies that also serve the people of Lancashire.

Engaging for Excellence (Transformation)

As the Trust develops and improves its services it must engage and involve people from diverse backgrounds in decisions about how services are developed. This will ensure that they meet individual diverse needs. The Trust is committed to embedding equality and diversity across all Transformation activities. These are the current Transformation priorities:

- Children with complex needs
- Children and young people's Mental Health and Well Being Services
- Transforming Universal Services
- Long-term conditions
- Dementia services re-design
- 'Mind The Gap' – programme to improve patient experience
- In-patient services transition
- Space Utilisation including Agile Working
- Single Point of Access
- Rapid Assessment, Interface and discharge (RAID) model
- Organisational redesign
- Capital build Programme

Clinical Networks and Corporate Services

The Trusts Networks are:

- Adult Community and Specialist Services

- Children and Families

- Adult Mental Health

The three Networks, supported by Corporate Services will build on past and existing good practice on equality and diversity issues by ensuring that they each have an equality and diversity representative and working group to delivery an agreed action plan framed on the EDS Goals and local stakeholder needs. This will support the Networks in the delivery of health care as set out in the 5 domains in the NHS Outcomes Framework and to make sure the work carried out is fully inclusive of the needs of those from diverse groups.

The domains are as follows:

Domain 1: Preventing people from dying prematurely

Domain 2: Enhancing quality of life for people with long-term conditions

Domain 3: Helping people to recover from episodes of ill health or following injury

Domain 4: Ensuring that people have a positive experience of care

Domain 5: Treating and caring for people in a safe environment and protecting them from avoidable harm

Corporate services, in support of the Networks, will identify equality and diversity representatives who will ensure that their department provides evidence for scrutiny annually and that they are addressing the EDS Goals.

Organisational Development

Organisational development (OD) focuses on making sure an organisation has the right 'fit for the future' workforce to achieve its strategic ambitions. It includes:

- changing behavioural norms and cultural attitudes

- building workforce support for the new structures

- creating new ways of working to achieve the organisation's objectives

Within the Trust, initiatives currently include:

- Appreciative Leadership Learning Sets
- Customer Care Workshops
- e-PDR Development and support
- Interviewing Skills Workshops
- Leading and Developing High Performing Teams
- PDR Workshops
- Staff Engagement Framework
- Trust Values Workshops
- Workforce Planning
- Talent Management Programme
- Leadership Development Framework
- Manager Driving Licence

It is imperative that all OD initiatives in the Trust are fully inclusive of all diverse groups to ensure we are not potentially discriminating against any particular group. This could be logistical, for example, ensuring venues used for development work are fully accessible for all, or are not held in venues that could potentially exclude people e.g. not on a public transport route or in a religious setting etc. It could be more around cultural sensitivities e.g. use of plain English, using case study examples from across cultures and making sure that all groups have proportional representation across OD activities through data monitoring.

Business Planning

The organisation has a clear objective to be compliant with the EDS Goals. Network and Corporate Business Plans must demonstrate how the organisation will ensure that it meets the E&D Act and EDS goals. Risks to this will be identified, controls designed and assurance systems developed and monitored.

Enterprise Assurance Management

The Trust has adopted an Enterprise Assurance Management (EAM) approach to managing risks and gathering assurance. This approach is based on proactive risk management and seeks to establish and identify risks to the organisation's strategic aims and objectives. This is a cultural shift from reactive risk management to a future-focused system based on responsibility, accountability and assurance.

This approach to manage and monitor all risks by providing assurances is an on-going process of continuous improvement that moves beyond risk management. Its application will integrate governance systems, improve performance and decision making against the backdrop of the strategic aims and objectives.

Effective risk management protects the Trust's service users, carers, employees and stakeholders. In addition it provides confidence for managers in delivering services and reduces the need to rely on audit by building in up front controls and assurance.

Any risks identified when ensuring that the Trust's services are developed and delivered in line with the Equality Act 2010 and EDS goals must be clearly identified and appropriate controls designed to address these. These should be reflected in the Network Business Plans and described within the Networks EAM risk registers. The Networks must develop their own assurance mechanisms to ensure that E&D compliance is achieved and that this is on an on-going basis.

Governance and delivery

The example below shows how Services can, as a minimum, use the EDS to demonstrate compliance with the Public Sector Equality Duties of the Equality Act 2010, and highlight good practice. Gaps in activity can inform future action planning and delivery.

An example from Specialist Services (Secure Services, Prison Healthcare and Substance Misuse Business Units)

- Specialist Services (SS) E and D group will produce an EDS action plan based on responses from the Opportunity Knocks scrutiny events

- Any risks identified through scrutiny or proactivity will be mapped on the Networks EAM register so that activity to mitigate any potential risks can be identified.

- The action plans must be regularly updated to support Network Business Planning (prior to December).

- The Specialist Services (SS) E and D group will be expected to manage the E and D action plan which will be delivered throughout the services across the three Business Units.

- The E and D lead within SS will be responsible for leading the projects supported by the Trust E and D Lead.

- The SS lead for E and D will report to Service Governance Group and Senior Management Team on a quarterly basis. The report will identify areas of good practice and any areas where there are difficulties in delivering on the action plan. Service managers will support as required.

- On a 6 monthly basis, to ensure compliance, a review of the EDS outcomes will be carried out as an audit on a selected number of environments within SS.

- On a yearly basis the Trust Lead will provide EMT with a position statement around compliance and delivery across the Networks on the Equality Act and EDS.

EDS Scrutiny

All clinical Networks and Corporate Services must provide evidence that all the above outcomes are being addressed. This evidence is presented to a group of

scrutinisers at two annual events ('Opportunity Knocks'). One event addresses Goals 1 and 2 as shown on the table above, and the other addresses Goals 3 and 4. The groups of scrutinisers are made up of service users, carers, community members, partner agency representatives and staff. The events in 2012 are being held in partnership with Lancashire Constabulary as they have adopted the EDS scrutiny system for their objectives and also have the same geographical footprint at the Trust and have to work closely together on certain health and police related issues (e.g. mental health and forensic services).

Equality Analysis and Impact Assessment (EIA)

To ensure, as a minimum, compliance with the Equality Act Public Sector Duties all 'activities' including policies, procedures, strategies, service developments etc will have an Equality Analysis/ Equality Impact Assessment (EIA) carried out. This will ensure that all activities are fully inclusive and recognise the needs of people from diverse backgrounds. EIA is not a one off occurrence and all activities, during review, will also have existing EIA work updated and improved involving all relevant stakeholders. The Trust will strive to ensure that its EIA work informs EDS health outcomes evidence locally. This will create a seamless, transitional and meaningful approach to equality and diversity activity.

Care Quality Commission Essential Standards

The CQC's job is to make sure that care provided by hospitals, dentists, ambulances, care homes and services in people's own homes and elsewhere meets government standards of quality and safety. Equality and diversity is now an integral part of the CQC Essential Standards, which are:

- You should expect to be respected, involved in your care and support, and kept informed at every stage
- You should expect care, treatment and support that meets your needs
- You should expect to be safe
- You should expect to be cared for by staff with the right skills to do their jobs properly
- You should expect your care provider to routinely check the quality of their services

As a health care organisation the Trust is expected to report to the CQC annually on how it addresses equality and diversity in the delivery of its services and care for diverse patients.

EDS Achievements so far

The Trust has held its first EDS Scrutiny event (Opportunity Knocks) carried out in partnership with Lancashire Constabulary. Over 50 stakeholders attended the event and the results of this were as follows:

Equality Delivery System Scrutiny event June 2012 (Goals 1 and 2)

Goal 1 Better Health Outcomes For all	LCFT Assessment	Stakeholder Assessment
1.1 Services are commissioned, designed and procured to meet the health needs of local communities, promote well-being, and reduce health inequalities	Developing	Developing
1.2 Patients' health needs are assessed, and resulting services provided, in appropriate and effective ways	Developing	Achieving
1.3 Changes across services are discussed with patients, and transitions are made smoothly	Achieving	Developing
1.**4** The safety of patients is prioritised and assured. In particular, patients are free from abuse, harassment, bullying, violence from other patients and staff, with redress being open and fair to all	Achieving	Achieving
1.5 Public health, vaccination and screening programmes reach and benefit all local communities and groups	Developing	Achieving
Goal 2 Improved patient access and experience		
2.1 Patients, carers and communities can readily access services, and should not be denied access on unreasonable grounds	Achieving	Developing
2.2 Patients are informed and supported so that they can understand their diagnoses, consent to their treatments, and choose their places of treatment	Achieving	Developing
2.3 Patients and carers report positive experiences of the NHS, where they are listened to and respected and their privacy and dignity is prioritised	Achieving	Developing
2.4 Patients' and carers' complaints about services, and subsequent claims for redress, should be handled respectfully and efficiently	Achieving	Achieving

Specific evidence for each of the outcomes is available from the Trust Equality and Diversity lead or on the Trust website. The Scrutiny event for Goals 3 and 4 will take place in November 2012.

Comments/Complaints

If a service user/carer/member of the public wish to make a comment, please contact the Trust's Customer Care manager in writing:

Pauline Brown, Customer Care Manager
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Telephone: 0808 144 1010

If a member of staff wishes to comment, please contact the Trust's Equality and Diversity Lead in writing:

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Equality Delivery System, Department of Health, 2010

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Turner. S, Phipps. P, Tipping The Scales: A Model To Measure The Return On Investment Of Overview and Scrutiny, Centre For Public Scrutiny, (June 2012)

http://www.cqc.org.uk/public/what-are-standards/government-standards

www.nhsemployers.org/.../Pages/EqualityImpactAssessment

Appendix one

Single Equality Scheme 2008 -11 recommendations

- The Trust needs to develop a new Equality and Diversity structure that is sustainable for the next three years, supporting the delivery of the new Equality Scheme and Targets in line with the Equality Act and the Department of Health's Equality Delivery System (EDS) for the NHS.

- Further work needs to be done to ensure Equality Impact Assessments are of a high quality, meaningful and sustainable for all stakeholders. It is recommended that the Trust uses a toolkit based on the good practice outlined in the toolkit developed by Blackburn with Darwen PCT including Equality and Diversity and Human Rights and a Risk Register linked to governance.

- More work to be done to improve the quality of equality data in the workforce and amongst service users especially on disability, religion and sexual orientation. This will support the Trusts commitment to the migration from EPIT to the DH Equality Delivery System (EDS)

- More work needs to be done around coaching, mentoring and leadership for minority staff as identified in the Black and Minority (BME) and the Lesbian, Gay, Bisexual and Trans (LGBT) staff forums. This will also link to the Trust Values, and the Performance Development Review (PDR) and Personal Development Plans (PDP) processes

- Sustainable and meaningful engagement and consultation work to continue through the Network equality and diversity representatives and working

groups. Network action planning to continue and feed into and be informed by the Trust new Equality Scheme 2012 -15

The following recommendations are based on the Trusts EPIT returns for 2011 and the areas where the Trust did not demonstrate progress from 'Developing' to 'Achieving'

- Equality and Diversity to be integrated into key decision making processes and reports to ensure all Trust activity is inclusive and recognises the diversity of service users, staff, carers and community members

- Demonstrate year on year improvements towards developing a diverse workforce that reflects the local population, at all levels including Board level, through the setting of stretch targets.

- Develop better (more detailed and disaggregated) population data in partnership with local authorities and the third sector.

- Ensure all strategies, plans and activities are subjected to equality impact assessments (EIA) in accordance with national directives and equalities legislation

- Develop robust contracts that make E&D activities and responsibilities explicit for providers

- Develop an organisational development programme that pays particular attention to ensuring that boards, particularly E&D executive leads, have the capability and body of knowledge to champion the E&D agenda.