

The Equality Delivery System for the NHS

East Kent Hospitals University NHS Foundation Trust Grading Document

15 February 2012



1 EDS Outcome 1.1 (EDS Goal 1 – Better health outcomes for all)

“Services are commissioned, designed and procured to meet the health needs of local communities, promote well-being, and reduce health inequalities”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
<p>Within the NHS, Services are commissioned, designed and procured by the local PCT overseen by the SHA. In East Kent those bodies are Eastern and Coastal Kent PCT now forming part of The Kent and Medway PCT Cluster and The SEC SHA now forming part of NHS South of England. The KMPCT Cluster is not completing the EDS this year. EKHUFT takes the view that commissioning and procurement relate specifically to The KMPCT Cluster.</p> <p>However, in relation to the design of services to meet the health needs of local communities, promote well-being, and reduce health inequalities EKHUFT regularly engages with community members and groups about service design. Each division holds regular PUP meetings. There is a PAFAF which is consulted on the design of services and the trust works with the PCT consulting with the public and community about major design changes. The PUP and PAFAF include members from six of the protected characteristics.</p> <p>The trust provides numerous services specifically designed to meet the health needs of people with different protected characteristics. Maternity Services, Health Care of Older People, services for women e.g. Breast and cervical cancer screening and a department specifically designed for women’s health. The trust works with the local Mental Health trust to provide an on site Liaison service and provides a Child and Adolescent Mental Health Service. The trust provides a multi-faith chaplaincy service and is able to respond to a wide range of dietary requirements. The trust has in place a practice development nurse for people with learning disabilities and regularly engages with local organisations for people with learning disabilities. The trust actively support and engages with the local Transgender forum.</p>	
EDS grade:	ACHIEVING
Reasons for rating:	<p>Outcome: EKHUFT can demonstrate that services are designed and delivered to meet the needs of most protected groups, promoting well-being and reducing health inequalities.</p> <p>Engagement: Patients from most protected characteristics are engaged.</p> <p>Mainstream processes: The organisation is meeting this EDS outcome, for most protected groups.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust, with good evidence of engagement processes covering most protected groups and beyond, is able to demonstrate that its services are designed, and delivered to fully meet the needs of most protected groups, and reducing health inequalities. For these reasons, the Trust should be graded as ‘achieving’.</p>

2 EDS Outcome 1.2 (EDS Goal 1 – Better health outcomes for all)

“Individual patients’ health needs are assessed, and resulting services provided, in appropriate and effective ways”

Name: East Kent Hospitals University NHS Foundation Trust

Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager

Every patient entering one of the East Kent Hospitals University NHS Foundation Trust Hospitals has an assessment completed on admission or prior to surgery. This process is completed regardless of the protected characteristics of patients. However, where appropriate, protected characteristics are considered during the needs assessments and in the delivery of the resultant service. In addition all patients are required to give consent before any procedure can be begun. In order to support this process, carers and family members are encouraged to be involved if that is the wish of the patient. Translation and interpretation facilities are provided whenever required at the expense of the Trust. Each ward and department has a copy of an easy read communication book. The trust examines patient outcomes and complaints against **six** protected characteristics. Evidence from the Services Equality & Human Rights monitoring report for 2011 indicate that health-needs assessment, and resulting services for patients from protected characteristics group compare favourably with patients as a whole.

The Trust Governors have a Patient Staff Experience Committee, Members are consulted on service provision and the Trust has a network of community organisations with whom it engages to discuss service provision. The trust carries out public consultation processes when any major service changes are proposed. In addition the trust engages with patients and carers through divisional and departmental Patient User Partnership groups. The trust has a Patient and Public Advisory Forum.

Trust supports and engages with the Kent Transgender Forum, and people with learning difficulties and their carers.

The trust looks forward to the data which will be provided by the 2011 Census to support its efforts to provide equitable services.

The trust has won prizes for midwifery service being delivered in a culturally sensitive way for asylum seekers. Trust hospitals are the preferred venue for the Gypsy and Traveller community indicating that health needs are assessed, and resulting services provided, in appropriate and effective ways.

EDS grade: **ACHIEVING**

Reasons for rating:

Outcome: Whilst the trust believes that health needs are assessed and services provided in appropriate ways for all protected groups there is only evidence that this is the case for **most** protected characteristics.

Engagement: The Trust engages with patients from **most** protected groups and members and governors about how health-needs assessments, and resulting services, may be provided in more appropriate and effective ways.

Mainstream processes: The Health Needs Assessment process and engagement activities are Trust wide and established.

Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.

Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.

The Trust is able to demonstrate the assessment of health-needs and the delivery of resulting services by providers in appropriate ways for most protected groups. The selected grade is ‘achieving’.

3 EDS Outcome 1.3 (EDS Goal 1 – Better health outcomes for all)

“Changes across services for individual patients are discussed with them, and transitions are made smoothly”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
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Service changes and transitions are taken seriously at East Kent Hospitals University NHS Foundation Trust. The trust has a Discharge and Transfer of Care Policy. It requires an annual report to the Risk Management Governance Group to ensure the Trust is compliant with the policy which covers; Discharge requirements which are specific to each patient group, Documentation to accompany the patient upon discharge, Information to be given to the patient, Process for discharge out of hours, Process for monitoring. This report includes the following patient groups, Vulnerable adults, older people, children, terminally ill palliative care patients, psychiatric patients, patients with Learning Disability, Homeless patients, Woman and Babies. This report includes a Review of patients’ perspective of discharge arrangements using responses to questions relating to discharge in the Annual National Patient Survey. Unfortunately none of these reviews or reports is able to breakdown responses according to protected characteristics. However the breakdown of complaints from patients which covers five protected characteristics indicates that minority groups in the protected characteristics complain about service provision to a lesser extent.

The Trust has a comprehensive Patient Public Engagement strategy by which it is able to analyse feedback from patient surveys and discussion forums to ascertain whether service changes and transitions are equitable across all patient groups.

The Trust does not record service changes and transitions from the perspective of protected characteristics.

EDS grade:	Developing
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Reasons for rating:	<p>Outcome: Monitoring changes and transition by protected characteristics is not a primary function of the report never the less the Discharge and Transfer of Care Policy report covers some protected characteristics and several key disadvantaged groups Complaints are monitored by some protected characteristics.</p> <p>Engagement: The Trust does engage with service users from most protected groups and members and governors on how service changes are discussed, and transitions effected smoothly.</p> <p>Mainstream processes: The Trust does aim to meet the outcome using mainstream processes. It feels that all patients are given the opportunity to discuss service changes and transitions but that until now there has not been a necessity to be able to provide evidence to that effect broken down into protected characteristics.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust does not have good data and evidence in place to meet this EDS outcome. It is however, clear that the Trust is able to demonstrate service change discussions with patients from protected groups, and that these service changes are made smoothly. Mainstream processes are used to tackle these issues, and there will be progression plan in place. The Trust should be graded as ‘Developing’.</p>
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4 EDS Outcome 1.4 (EDS Goal 1 – Better health outcomes for all)

“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”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
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East Kent Hospitals University NHS Foundation Trust has developed clear mechanisms to ensure that the safety of all of its patients and service users is prioritised. Through its patient monitoring procedure, the views of patients and families are obtained (Patient Surveys, Dr Foster) and reported to the Board of Directors. The trust does not analyse feedback from patients and families by protected group characteristics. Codes for the gender re-assignment category for monitoring patients are not yet developed, and the trust is in communication with local gender re-assignment groups to work collaboratively on this issue. Feedback from patient surveys, indicate that patient safety is rated very high.

An absence of complaints or expressions of concerns during the last year indicates that harassment, bullying, violence from other patients and staff is extremely uncommon in East Kent Hospitals University NHS Foundation Trust. Patient safety reports in the Equality & Human Rights Monitoring Report For Services cover six of the protected characteristics.

All staff undergoes customer service training which includes bullying and harassment awareness. The trust scored among the highest in the NHS for staff members undertaking Equality and Human Rights Training. The trust has an Equality & Human rights manager who has responsibility to ensure all staff comply with the Human Rights And Equality Act in the provision of services. The trust has an Equality & Human Rights Policy which highlights its determination to eliminate abuse, harassment, bullying and violence. The trust has a safeguarding group whose purpose is to “enhance the quality of life, promote the health of, improve the welfare of, and secure the safety of vulnerable children and adults”. This group arranges trust-wide training and monitoring of safeguarding issues. The safeguarding group includes organisation from outside of the trust who work with vulnerable people including social services, and people with learning difficulties and mental health practitioners.

EDS grade:	DEVELOPING
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Reasons for rating:	<p>Outcome: The Trust can demonstrate that patients from all protected groups have their safety prioritised and assured and are able to demonstrate that patients from some protected groups are as safe as patients as a whole.</p> <p>Engagement: The Trust engages with patients from most protected groups and members and governors on how patient safety procedures can be improved.</p> <p>Mainstream processes: This Trust, monitors patient safety against the appropriate CQC Standards.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The trust has engagement processes in place and is meeting the EDS outcome for some protected and key disadvantaged groups. Plans to progress to the next grade, with milestones will be developed by 31/3/12. Patient safety is also monitored through the trust’s contractual agreements with the PCT. For these reasons, the trust should be graded as being a ‘developing’ NHS organisation.</p>
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5 EDS Outcome 1.5 (EDS Goal 1 – Better health outcomes for all)

“Public health, vaccination and screening programmes reach and benefit all local communities and groups”

Name: East Kent Hospitals University NHS Foundation Trust

Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager

This is an outcome more appropriate for commissioners.

East Kent Hospitals University NHS Foundation Trust provides a number of screening services including, cervical cancer, breast cancer, bowel cancer, abdominal aortic aneurysm, chlamydia, diabetic retinopathy and a full range of neonatal and antenatal screening programmes. These services by their nature cater for the needs of some people with protected characteristics. Breast and cervical cancer screening in the main caters for women whilst other screening services are more commonly accessed by older people or younger people.

In the main these screening programmes are provided on behalf of the commissioners who determine the specific needs of the community in relation to screening. The local Joint Strategic Needs Assessments inform the commissioners’ decisions whereupon those services may be provided by East Kent Hospitals University NHS Foundation Trust. As a result records of who receives screening services are collected by a number of different agencies some national and some local. The result is that East Kent Hospitals University NHS Foundation Trust is unable to produce evidence that public health vaccination and screening programmes reach and benefit any protected groups except where the service is obviously designed for people with a particular characteristic.

EDS grade: **DEVELOPING**

Reasons for rating:

Outcome: Best available data and evidence indicates that public health, vaccination and screening programmes are reaching or benefiting patients and communities from protected or disadvantaged groups. Gaps in health inequalities remain but the Joint Strategic Needs Assessment produced by the Kent Health Observatory does not identify these inequalities by protected characteristics..

Engagement: The Trust engages with patients and communities from **most** protected groups and key disadvantaged groups on how services can be improved. In addition the trust engages with patients and carers through divisional and departmental Patient User Partnership groups. The trust has a Patient and Public Advisory Forum. In addition the trust engages regularly with in excess of 50 local community organisations including groups representing people from most of the protected characteristics.

Mainstream processes: The Trust aims to meet the outcome through its contractual agreements.

Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.

Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.

Despite thorough foundations and processes firmly in place, there is little evidence to show whether or not there is inequity between groups in access to, and benefit from, public health programmes. For this reason, the trust does not be grade itself higher than ‘developing’.

6 EDS Outcome 2.1 (EDS Goal 2 – Improved patient access and experience)

“Patients, carers and communities can readily access services, and should not be denied access on unreasonable grounds”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
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East Kent Hospitals University NHS Foundation Trust collects access data for five of the nine protected characteristics. Service Equality Monitoring report demonstrates that none of those protected characteristic groups are disadvantaged in their access to services.

The trust collects and obtains feedback from patients through its PALS processes and through patient surveys which are reported to the Trust Board Of Directors. Indications are that Ethnicity, Religion or Belief, Age, Gender or Marital/Civil Partnership status do not negatively impact on access to services. The trust adheres to its Patient Access Policy which has been analysed to ensure that none of the nine protected groups are unreasonably denied access to services. The trust has a Patient Access Governance Team who provides the Clinical Directorates with the necessary support to deliver safe and effective administration of the patient pathway without risk of disadvantage to patients and to Ensure Elective Services are compliant with Healthcare Commission Standards and Targets for Access and Audit Commission and South Coast Audit access related issues.

The Patient Access Governance Team carryout Stakeholder Consultation, Approval and Ratification Process by engaging with the following groups: Clinical Staff, Patient Experience Board, Good Health Group, The Trust-wide Safeguarding Group, The Equality and Diversity and Human Rights Steering Group/Equality & Human Rights Manager, Patient Access Services, Outpatient Productivity & Improvement Board, Waiting List Management and Improvement Group, Practice Based Commissioning Primary Care Trust, Assessment Treatment Service, Kent & Medway NHS & Social Care Partnership Trust, Lead Nurse for Infection Prevention and Control, Clinical Management Board.

The trust engages with patients and carers through divisional and departmental Patient User Partnership groups. The trust has a Patient and Public Advisory Forum. In addition the trust engages regularly with in excess of 50 local community organisations including groups representing people from most of the protected characteristics. In particular the Trust supports and engages with the Kent Transgender Forum, and people with learning difficulties and their carers. The trust carries out patient engagement activities and strives to involve people from all protected characteristics.

The Trust engages with patients, carers and communities about access to its services and takes account of key disadvantaged groups throughout its access processes.

EDS grade:	DEVELOPING
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Reasons for rating:	<p>Outcome: The organisation can demonstrate that patients, carers and communities from some protected groups readily access services and report access that is as good as that reported by patients, carers and communities as a whole.</p> <p>Engagement: The organisation engages, with patients, carers and communities from some protected groups, and key disadvantaged groups about accessing services.</p> <p>Mainstream processes: The organisation does use mainstream processes, such as its Patient Access Policy, to make progress on this outcome.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The trust is able to demonstrate meeting this EDS outcome for some protected groups. There are firm processes in place that indicate an aspiration to improve performance with regard to the EDS outcome. For these reasons, the trust should be viewed as ‘developing’.</p>
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7 EDS Outcome 2.2 (EDS Goal 2 – Improved patient access and experience)

“Patients are informed and supported to be as involved as they wish to be in decisions about their care and to exercise choice about treatments and places of treatment”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
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East Kent Hospitals University NHS Foundation Trust believes that patients from all protected groups are fully involved in decisions about care and are fully supported so that they can ask questions, consent to treatments and choose their place of treatment. In support of its work to deliver on the NHS Constitution, the trust has developed a Patient Information Policy and Policy For Consent To Examination Or Treatment. The Trust believes that no patient should be denied access to information and choice regarding place of or nature of treatment on grounds of protected characteristic. The trust has concrete plans to retain its high standards of patient information and consent procedures and aspires to make further improvements.

The trust has not received any complaint or expression of concern during the one year period indicating that patients or other service users have not been as involved as they wish to be in decisions about their care and to exercise choice about treatments and places of treatment.

The trust written information for patients and carers is clear and is available in all formats including easy read, Braille and foreign languages. The trust has engaged an Interpretation and Translation partner to ensure that all face to face encounters enable patients to be involved in decisions about their care and are able to exercise choice about treatments and place of treatment. All interactions can be translated into foreign languages and sign languages. The trust also provides telephone interpreting for emergency and other situations. Hospital communication books are available in every ward or department to assist with communicating with people with learning disability. In addition the use of Mackaton sign language is available to support the provision of information to people with learning or communication difficulties.

EDS grade:	DEVELOPING
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Reasons for rating:	<p>Outcome: The trust does not collect data which would provide evidence that demonstrates support to patients from protected groups to be involved in care decisions and treatment choices is as good as that for patients as a whole other than a lack of complaints or concerns.</p> <p>Engagement: The organisation engages, with patients, carers and communities from most protected groups, and key disadvantaged groups about services.</p> <p>Mainstream processes: The organisation does use mainstream processes, such as its Patient Information Policy and Policy for Consent To Examination Or Treatment, to make progress on this outcome.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust is meeting the EDS outcome for a few protected groups, and in its processes, takes into account key disadvantaged groups. For these reasons, the trust should be viewed as ‘developing’.</p>
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8 EDS Outcome 2.3 (EDS Goal 2 – Improved patient access and experience)

“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”

Name: East Kent Hospitals University NHS Foundation Trust

Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager

East Kent Hospitals University NHS Foundation Trust has had success in ensuring that its patients have a good experience of its services. Dr Foster and Patient Surveys indicate that 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. At present Dr Foster and Patient Surveys do not record protected characteristic information it is intended to remedy this situation during the coming year. In addition to its own patient surveys, the hospital draws on CQC patient surveys.

The complaints system records **three** protected characteristics and there is no evidence to indicate that in general more complaints are received from members of protected characteristic groups than from the patient body as a whole. There is also no evidence to suggest that one protected group complains to a higher degree than the general population about privacy, dignity being listened to and respected.

Engagement with most protected groups from among its members, patient and community groups is very good; this area is a frequent topic during engagement activities. The trust engages with patients and carers through divisional and departmental Patient User Partnership groups. The trust has a Patient and Public Advisory Forum. In addition the trust engages regularly with in excess of 50 local community organisations including groups representing people from most of the protected characteristics. In particular the Trust supports and engages with the Kent Transgender Forum, and people with learning difficulties and their carers. The trust carries out patient engagement activities and strives to involve people from all protected characteristics.

The Trust has publicly made the following pledge “We are determined to tackle negative attitudes towards all of the population and to ensure that such attitudes have no place within East Kent Hospitals University NHS Foundation Trust.” East Kent Hospitals University NHS Foundation Trust is has confirmed that they are compliant with the Government’s requirement to eliminate mixed-sex accommodation, except when it is in the patient’s overall best interest, or reflects their personal choice. There is a Trust-Wide Privacy and Dignity Action plan which now has all actions completed demonstrating that patients privacy and dignity is prioritised

The hospital is meeting with Stonewall to explore what progress can be made concerning the monitoring of LGBT patients.

EDS grade:	DEVELOPING
Reasons for rating:	<p>Outcome: Whilst patients in general, report good experience of the Trusts services. Equality data is not collected to demonstrate the extent to which patients with protected characteristics compare to the whole population.</p> <p>Engagement: The organisation engages with patients, carers, staff and communities from some protected groups and key disadvantaged groups about their experiences of the organisation.</p> <p>Mainstream processes: The organisation does use mainstream processes, such as its Trust-Wide Privacy and Dignity Action plan, to make progress on this outcome.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>Despite the Trusts ability to demonstrate that patients and carers as a whole report positive experiences there is little evidence to indicate how patients and carers from protected groups compare with the general population. Firm processes of engagement exist with most protected and key disadvantaged groups. Furthermore, a mainstream process, to tackle this EDS outcome, is in place. The Trust should be graded as 'developing'.</p>

9 EDS Outcome 2.4 (EDS Goal 2 – Improved patient access and experience)

“Patients’ and carers’ complaints about services, and subsequent claims for redress, should be handled respectfully and efficiently”

Name: East Kent Hospitals University NHS Foundation Trust

Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager

Complaints about services are taken very seriously at East Kent Hospitals University NHS Foundation Trust. The trust records the protected characteristics of patients in relation to complaints of gender, ethnicity, and age. The trusts’ annual report monitors and reports on patient and carer complaints. Trends over the last three years indicate an increased level of efficiency in the complaints process.

During the past year 629 complaints have been received by the trust with 36 being referred to the Parliamentary and Health Service Ombudsman. At the time of writing 9 cases remain unresolved. There were no complaints received concerning the manner in which the trust handled complaints indicating that complaints were handled respectfully and efficiently. As a result of the review of how compliments are captured in the Trust carried out in 2011, there has been a significant increase in the number of compliments captured with year end ratio being 15:1. The national compliments to complaints ratio is set at 10:1. The Trust’s policy on handling concerns, complaints, comments and compliments continues to hold the patient at the centre of the process and follows the Parliamentary and Health Service Ombudsman’s six principles for good complaint handling. The trusts complaints recording system is only presently able to record three protected characteristics.

The patient experience team seize every opportunity to attend engagement events and engage with all patients and public including people from all protected characteristic groups and key disadvantaged groups

EDS grade: **DEVELOPING**

Reasons for rating:

Outcome: The Trust can demonstrate that complaints by patients and carers from **some** protected groups, and any redress, are handled with just as much respect and efficiency as those for patients as a whole.

Engagement: The organisation engages, with patients, carers and communities from **most** protected groups, and key disadvantaged groups about complaints about services.

Mainstream processes: The Trust can demonstrate improvements in the handling of patient and carer complaints about services, using data reported in the Patient Experience Team annual report.

Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.

Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.

The EDS outcome is demonstrated for some protected groups but collection and use of data and evidence is limited. Mainstream processes to tackle this outcome are in place and disadvantaged groups are taken into account in some of the processes. For these reasons the trust grades itself as ‘developing’.

10 EDS Outcome 3.1 (EDS Goal 3 – Empowered, engaged and well-supported staff)

“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”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
<p>East Kent Hospitals University NHS Foundation Trust has developed HR processes that are open, fair and transparent. Data is recorded for six of the protected characteristics at the point of recruitment and updated at regular intervals. The results are analysed and a report presented to the Trust’s board on an annual basis with an action plan. All staff are required to undertake recruitment training, which includes equality and diversity, before they can take part in a recruitment process.</p> <p>Recruitment processes have been agreed with the staff side organisations and these have been equality impact assessed. Work has been done with key disadvantaged groups including those with learning difficulties which has resulted in them being recruited by the Trust. The Trust has a grievance policy for dealing with recruitment and this incorporates equality and diversity issues. Again this has been agreed with the staff side. The Trust works with other NHS organisations to ensure that it develops best practice solutions to all services, policies and procedures.</p> <p>East Kent Hospitals University NHS Foundation Trust uses the “Two ticks” recruitment approach which assures all candidates, who declare a disability and meet the minimum short-listing criteria, an interview. The Trust has also supported “Project Search” by providing internships for students with Learning Disabilities with a view to increasing the likelihood of later employment. Two members of current permanent staff took advantage of this facility during the year before their employment.</p> <p>The trust’s Workforce Equalities monitoring report indicates that staff from three protected groups experience inclusive and equitable selection processes but that three more groups selection processes are worthy of further investigation.</p> <p>The Trust can demonstrate that staff from protected groups are represented on the Board, in senior management teams and in clinical leadership roles, to the same extent that they are reflected in the total workforce of the organisation for nine protected groups</p>	
EDS grade:	ACHIEVING
Reasons for rating:	<p>Outcome: The Trust is making good use of robust data and evidence to demonstrate that its recruitment processes are inclusive and equitable for most protected characteristics.</p> <p>Engagement: The Trust engages with staff-side organisations and staff about ensuring that recruitment and selection processes are fair, inclusive and transparent.</p> <p>Mainstream processes: The organisation can demonstrate improvements in its recruitment and selection processes, embedding equality and diversity into mainstream mechanisms.</p> <p>Progression plans: Plans are in place to progress to the next grade, see Workforce Equalities Monitoring Report 2011 (attached).</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust has adequate processes and mechanisms in place to show that its recruitment processes are inclusive and equitable. It can therefore be graded as being ‘Achieving’.</p>

11 EDS Outcome 3.2 (EDS Goal 3 – Empowered, engaged and well-supported staff)

“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”

Name: East Kent Hospitals University NHS Foundation Trust		Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager	
<p>The Trust pays staff in accordance with nationally agreed terms and conditions. Roles are evaluated, for those staff covered by Agenda for Change terms, under the national agreed Job evaluation system. This provides an effective methodology for ensuring that staff doing work of equal value are provided with equal pay. Job matching and evaluation is undertaken in partnership with staff side colleagues. Staff engaged under medical & dental terms and conditions are paid in accordance with the national agreements in place and job descriptions are subject to the scrutiny and approval of the Royal Colleges and relevant Faculties. The Trust's is able to demonstrate that staff from all protected groups enjoy levels of pay and related terms & conditions no different to the pay and related terms & conditions for staff as a whole doing equal work or work rated as of equal value?</p> <p>Staff side organisations are fully engaged with the process and agreement is sought with the staff side for any changes that are made. Staff are surveyed on an annual basis and the results are analysed and the results are presented to the Trust's board together with an action plan.</p> <p>Key disadvantaged groups are included in the process. An equal pay review is planned for 2012.</p>			
EDS grade:	EXCELLING		
Reasons for rating:	<p>Outcome: The Trust, through collection and use of good data, demonstrates that staff from all protected groups enjoy levels of pay and related terms and conditions that are no different from those experienced by staff as a whole, doing the same job.</p> <p>Engagement: The organisation engages with staff side organisations and makes use of the staff survey results.</p> <p>Mainstream processes: The Trust uses mainstream processes to ensure that equality and diversity issues are not ignored.</p> <p>Progression plans: There are plans to stay “excelling” and make further improvements.</p> <p>Disadvantaged groups: Limited work has been done with Key disadvantaged groups.</p> <p>The Trust demonstrates the desired outcomes for most protected groups and is engaged with its staff. It has mainstream processes in place and a draft plan. It has however only done limited work with disadvantaged groups in this area. For these reasons, it should be graded as ‘Excelling’.</p>		

12 EDS Outcome 3.3 (EDS Goal 3 – Empowered, engaged and well-supported staff)

“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”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
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East Kent Hospitals University NHS Foundation trust monitors personal development for seven of the protected characteristics. The trust can demonstrate that **eight** protected characteristics receive personal development no different to those received by those as a whole. Although Transgender is not a recorded data set engagement with transgender staff indicates that there is no difference for this group compared to staff as a whole.

Some work has been done with key disadvantaged groups including those with learning difficulties. Specifically developed training and support has been provided to assist workers with learning difficulties.

The Trust prepares staff for their role through a comprehensive induction programme which includes equality and diversity. This is followed by a programme of mandatory training again including equality and diversity and this must be repeated every 5 years. In addition a training programme for customer care is also available. Staff are encouraged through the appraisal process to make use of the personal development programme and have access to a wide range of training opportunities. The Knowledge and Skills Framework, which contains an element on equality and diversity is used as part of the appraisal.

Staff side organisations are fully engaged and have agreed the Appraisal and Development process

Detailed information relating to performance appraisal is shown in Workforce Equalities Monitoring Report 2011 (Attached)

The Trust has a grievance policy which can be used for dealing with personal development and performance appraisal and this incorporates equality and diversity issues.

EDS grade:	ACHIEVING
Reasons for rating:	<p>Outcome: The Trust makes good use of available evidence and data to demonstrate that staff from most protected groups receive both personal development and performance appraisals that are no different to the experiences of staff as a whole.</p> <p>Engagement: The organisation engages with staff and staff side organisations.</p> <p>Mainstream processes: The Trust uses mainstream processes to train and equip staff with the knowledge and skills to carry out their role.</p> <p>Progression plans: Plans to make further improvements will be developed by 31/3/12. See Workforce Equalities Monitoring Report 2011 (Attached)</p> <p>Disadvantaged groups: Some work has been done with Key disadvantaged groups</p> <p>The Trust is making good use of its data. Engagement with staff side organisations is well developed and draft progression plans are in place. The trust should be graded as ‘Achieving’ in this area.</p>

13 EDS Outcome 3.4 (EDS Goal 3 – Empowered, engaged and well-supported staff)

“Staff are free from abuse, harassment, bullying, violence from both patients and their relatives and colleagues, with redress being open to all”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
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East Kent Hospitals University NHS Foundation Trust has taken steps to protect its staff from abuse, harassment and bullying and will take action to prevent it taking place, involving the Police if necessary. The Trust has developed a variety of policies including Managing Violence and Aggression, Dignity at Work, Disciplinary and a Grievance Procedure all of which cover all of the protected characteristics and which provide support for staff who find themselves in one of these difficult situations. The Trust also operates a red and yellow behaviours card system to help managers and reduce incidents. The annual staff survey asks questions on this area and the results are analysed for **seven** of the protected characteristics. Although Transgender is not a recorded data set engagement with transgender staff indicates that there is no difference for this group compared to staff as a whole.

There appears to be no evidence of complaints from employees being disproportionate to the population of the workforce in regards to protected characteristics although the numbers are low and therefore it's difficult to come to a conclusion that there is or is not evidence of potential discrimination. Staff side organisations have been engaged regarding bullying and harassment and they have been involved in the production of the Managing Violence and Aggression Policy, Dignity at Work Policy, the Security Policy and the Diversity and Equality Policy.

The trust takes account of key disadvantaged groups.

Processes for dealing with abuse, bullying and harassment are contained within the mainstream policies and processes described above.

There appears to be no evidence of complaints from employees being disproportionate to the population of the workforce in regards to protected characteristics.

EDS grade:	ACHIEVING
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Reasons for rating:	<p>Outcome: The Trust makes use of evidence and data for most protected characteristics, regarding abuse, bullying and harassment.</p> <p>Engagement: The organisation engages with local staff-side organisations and its staff on these issues and has developed policies with them to manage and counteract these issues.</p> <p>Mainstream processes: The Trust uses mainstream processes to counteract, manage and deal with incidents of abuse, harassment and bullying.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust is making good use of its data. Engagement with staff side organisations is well developed and draft progression plans are in place. The EDS outcome is nearly being met. The trust should be graded as 'Achieving' in this area.</p>
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14 EDS Outcome 3.5 (EDS Goal 3 – Empowered, engaged and well-supported staff)

“Flexible working options are made available to all staff consistent with the needs of patients, and the way people lead their lives”

Name: East Kent Hospitals University NHS Foundation Trust | **Lead contact:** Bruce Campion-Smith, Equality & Human Rights Manager

The Trust has developed a Flexible Working Policy and a Maternity Policy in conjunction with staff side organisations and these are included in the induction given to all staff.

East Kent Hospitals University NHS Foundation Trust monitors the usage of the Flexible Working Policy for seven protected characteristics and transgender. The analysis indicates that the trust provides fair and consistent access for **five** protected groups to flexible working arrangements.

Two areas will be investigated during 2012

The Trust has taken account the needs of key disadvantaged groups.

The Trust also has an appeals process that enables all staff to challenges incidents of unfairness and discrimination. Whilst the Trust has a specific Equality and Diversity Policy, it has been successful in embedding equality and diversity into its mainstream policies including Flexible Working and Maternity.

EDS grade: **DEVELOPING**

Reasons for rating:

Outcome: The Trust, using available evidence and data, demonstrates that staff from **some** protected groups enjoy the same range of flexible working policies and procedures no different to staff as a whole, and are consistent with the needs of patients.

Engagement: The organisation engages with staff and staff-side organisations, about developing and improving flexible working options.

Mainstream processes: The Trust uses mainstream processes to promote and manage flexible working arrangements for staff

Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12.

Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.

The EDS outcome is met for some protected groups but this needs to be developed further. Data collection, engagement and mainstream processes are in place to achieve this outcome, with planning for further development. The Trust should be considered as being a ‘developing’ NHS organisation.

15 EDS Outcome 3.6 (EDS Goal 3 –Empowered, engaged and well-supported staff)

“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”

Name: East Kent Hospitals University NHS Foundation Trust	Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager
<p>East Kent Hospitals University NHS Foundation Trust monitors the results of sickness absence levels for seven protected characteristics. The data for sickness indicates little unexpected difference for five of the seven protected characteristics. Plans are in place to investigate the other two criteria. The Trust has promoted healthy living to its entire staff, making no different provision for any particular group. The Occupational Health Team provide advice and access to medical services such as physiotherapy, flu jabs etc. Again this is mainstream provision, including most protected groups.</p> <p>Staff have access to confidential counselling services and the Trust has recently piloted early access to physiotherapy support and opportunities for early referral to a consultant psychiatrist for mental health issues. The Trust’s Health and Well Being group is undertaking a number of proactive measures to generally support and improve the health of the workforce.</p> <p>Staff organisations have agreed the occupational health procedures and are involved in the promotion of healthy living in the Trust.</p> <p>Some work has been done with key disadvantaged groups, particularly for those staff with learning difficulties.</p> <p>Information on sickness absence levels are detailed in Workforce Equalities Monitoring Report 2011 (Attached)</p>	
EDS grade:	DEVELOPING
Reasons for rating:	<p>Outcome: The Trust, using available evidence and data, demonstrates that staff from some protected groups benefit from healthy lifestyle and can demonstrate that staff are supported to remain healthy, with a focus on addressing major health and lifestyle issues.</p> <p>Engagement: The organisation engages with staff and staff-side organisations, about developing and improving healthy living initiatives.</p> <p>Mainstream processes: The Trust uses mainstream processes to promote and manage healthy living initiatives.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust has made some progress in this area, but needs to develop better use of the available data. The Trust should be considered to be within the ‘developing’ grade bracket.</p>

16 EDS Outcome 4.1 (EDS Goal 4 – Inclusive leadership at all levels)

“Boards and senior leaders conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations”

Name: East Kent Hospitals University NHS Foundation Trust | **Lead contact:** Bruce Campion-Smith, Equality & Human Rights Manager

East Kent Hospitals University NHS Trust, not just in its words, but by its actions, seeks to achieve equality of access to its services and the opportunities that it offers. The Board and Executive Team have led by example embedding equality and diversity into the organisational vision, the mission statement and core values. The Trust has a Diversity and Equality Policy which clearly outlines the role of the Board, the Chief Executive and the Director of Human Resources and Corporate Affairs, who has lead responsibility for equality and diversity on the Board. Whilst equality and diversity are embedded in mainstream reporting such as appraisals and training, specific monitoring reports, covering all the protected characteristics, for services and staffing are discussed by the Board and action plans are agreed. The Board have approved the Knowledge and Skills Framework, where equality and diversity is included as one of the six dimensions that are measured as part of the recruitment and appraisal processes. In addition equality and diversity are also part of the mandatory training programme for all staff.

In recent discussions the Board have agreed to :

A Patient and Public Engagement Strategy including a 50 member network of Volunteer Community Organisations reflecting local diversity.

Project Search - providing work experience and training for young people with learning difficulties, two of which have found work within the Trust

Purchase of the Aston Team Building Programme to help us create diverse effective teams

Provided accommodation and support for the inaugural meeting of the Local Transgender Group.

Board members attend engagement events and use the opportunity to promote engagement to all staff. Engagement is a fundamental approach to all major service change events. Recently the board has taken a strong stance in ensuring that all policies and strategies have a detailed and meaningful equality and human rights analysis included before approval. The board has also agreed to record in the minutes of the meeting the discussion about the equality & Human rights analysis.

Senior managers attend the staff committee meetings with Staff side representatives.

The Trust appointed an Equality and Human Rights Manager in 2009, who, as part of the role, provides support and advice to managers to complete equality analyses that the Board require to be undertaken for every new policy or change to policy. In addition the Trust has also appointed a Head of Patient and Public Engagement, who is working to engage with groups from all the protected characteristics.

The Trust has supported a number of staff groups for protected characteristics, with representatives being supported to attend events, but the Trust recognises that these need to be re-invigorated. As part of its programme of monitoring the Board also receives the results from the national annual staff survey and responds to issues that are raised within. The Trust has further shown its commitment by working to achieve ✓✓ status as an employer and is a Stonewall Diversity Champion. The Board has signed up to the MENCAP getting it Right Charter to promote equality of access to healthcare by people with learning difficulties. The Board does not deal with equality as a separate matter; it is built into all of its policies and procedures, including reporting on equality objectives within the personal development appraisals of staff at all levels in the Trust.

The Trust Board and senior leaders represent a variety of protected characteristics.

EDS grade:	ACHIEVING
Reasons for rating:	<p>Outcome: The Board and senior leaders always conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations and beyond.</p> <p>Engagement: The organisation engages with patients, staff, staff-side organisations and communities from most protected groups.</p> <p>Data and evidence: Best available evidence covering most protected groups informs decision-making and service reviews.</p> <p>Mainstream processes: The organisation has processes in place, covering most protected groups, to ensure that the Board and senior leaders conduct and plan their business so that equality is advanced, and good relations fostered, within their organisations.</p> <p>The organisation is able to demonstrate that it has data, engagement and mainstreaming processes in place that cover most protected groups and, in doing so, meet this EDS Goal. The trust should be graded as 'Achieving'.</p>

17 EDS Outcome 4.2 (EDS Goal 4 – Inclusive leadership at all levels)

“Middle managers and other line managers work support and motivate their staff to work in culturally competent ways within a work environment free from discrimination”

Name: East Kent Hospitals University NHS Foundation Trust | Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager

East Kent Hospitals University NHS Trust seeks to create an environment in which managers can achieve equality of access to its services and a workforce that reflects the diversity of the local community. Managers have access to the results of the service and staff monitoring, providing them with a clear picture in relation the Trusts performance. Managers use the Knowledge and Skills Framework which has equality and diversity as one of the six core elements in recruitment and selection as well as in the appraisal process. Managers are also responsible for ensuring that all staff complete their mandatory training, of which equality and diversity is one element. All managers must undergo recruitment and selection training which includes equality and diversity, before they can take part in a selection process. In addition the trust has a mentoring and secondment policy which again mainstreams equality and diversity.

The Trust has a dedicated manager who works on improving services to patients with learning difficulties.

Managers are responsible for completing equality analyses for new policies and for changes to policies. The Equality and Human Rights Manager provides support to managers in this area. Results show that some of the protected Characteristics are well represented in senior posts in the Trust.

Managers have been responsible for implementing the following policies:

Patient Passports – a visual passport to assist those with learning difficulties to receive appropriate treatment.

Improved dietary provision to meet religious requirements

Improved interpreters service

How to access our hospitals – visual aid with routes and information regarding disabled facilities

Managers are represented on the Equality and Diversity Steering Group which works to improve the work the trust does and ensure that it is embedded in the organisation.

Whilst there are staff groups in existence for some of the protected characteristics, these are in need of re-invigoration.

Policies and procedures are agreed with the staff side, providing ownership throughout the Trust. Middle managers themselves are drawn from a wide range of protected characteristics.

EDS grade:	DEVELOPING
Reasons for rating:	<p>Outcome: The organisation demonstrates that it is taking steps to ensure that middle and line managers are working to achieve equality of access to its services and a workforce that reflects the diversity of the local community. East Kent Hospitals University NHS Foundation Trust is one of the higher scoring trusts in terms of staff survey identifying encouragement to complete and implement Equality and Human Rights Training. Staff survey results also indicate that the trusts zero tolerance approach to Bullying and harassment is recognised.</p> <p>Engagement: The organisation engages with staff of some protected groups, but relations with staff-side organisations need further development.</p> <p>Mainstream processes: The organisation can demonstrate some improvements in the work environment</p> <p>Progression Plans: Plans to progress to the next grade, with milestones will be developed by 31/3/12</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The EDS outcome is demonstrated for some protected groups. Good practice examples and dissemination exist in the Trust, and this is also the case with commitment of some middle and line managers. Some mainstream processes are in place and the organisation has tried to make progress by ensuring that there is phased plan of action. For these reasons, it is suggested the trust is graded a 'developing' as further work is needed in this area.</p>

18 EDS Outcome 4.3 (EDS Goal 4 – Inclusive leadership at all levels)

“The organisation uses the Competency Framework for Equality and Diversity Leadership to recruit, develop and support strategic leaders to advance equality outcomes”

Name: East Kent Hospitals University NHS Foundation Trust Lead contact: Bruce Campion-Smith, Equality & Human Rights Manager	
The organisation will use the Competency Framework to identify weaknesses in the skill sets of leaders whose responsibilities involve managing functions that can impact on equality outcomes. The trust Equality & Human Rights manager is the first member of the management team to work towards assessment through the Competency Framework for Equality and Diversity Leadership	
EDS grade:	DEVELOPING
Reasons for rating:	The trust is evaluating the impact of Competency Framework for Equality and Diversity Leadership with the Equality & Human rights manager. Subject to a successful outcome the trust will explore how to include the framework for all senior managers. The trust should be graded as ‘Developing’.