

**The
Equality Delivery System
for the NHS**

Self-Assessment Document

January 2013

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>During the period of this review NHS, Services were commissioned, designed and procured by the local PCT overseen by the SHA. In East Kent those bodies are The Kent and Medway PCT Cluster and The South of England SHA. As from 1st April 2013 the Clinical Commissioning Board and Local Clinical Commissioning Groups will bear this responsibility.</p> <p>However, EKHUFT regularly engages with community members and groups about service design to meet the health needs of local communities, promote well-being, and reduce health inequalities. Each division holds regular Patient User Partnership (PUP) meetings. There is a Patient and Public Advisory Forum (PaPAF) which is consulted on the design of services.</p> <p>The Gypsy Council, Guide Dogs for the Blind, Carers’ Support Ashford, FACES of Kent (for carers), Voice4Kent (learning disability charity), Diversity House, the Polish Educational Club in Kent (PECK) and many other members of the Trust’s network of voluntary and community organisations (VCOs) were joined by patient representatives and staff at the biannual engagement event. All protected Characteristics were represented. The PUP and PaPAF include members from six of the protected characteristics. The remaining characteristics are engaged by meeting patient groups or local community groups.</p> <p>The trust provides numerous services specifically designed to meet the health needs of people with different protected characteristics. Maternity Services, Children’s 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. 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 supports and engages with the Kent Transgender forum and is building a relationship with the East Kent LGBT Network.</p>	
EDS grade:	EXCELLING
Reasons for rating:	<p>Outcome: EKHUFT can demonstrate that services are designed and delivered to meet the needs of all protected groups, promoting well-being and reducing health inequalities.</p> <p>Engagement: Patients from all protected characteristics are engaged.</p> <p>Mainstream processes: The organisation is meeting this EDS outcome, for all protected groups.</p>
Last year’s grade.	ACHIEVING
ACHIEVING	<p>Progression plans: Plans to maintain this grade will be developed by 31/3/13.</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 all protected groups and beyond, is able to demonstrate that its services are designed, and delivered to fully meet the needs of all protected groups, and reducing health inequalities. For these reasons, the Trust should be graded as ‘excelling’.</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
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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 and 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 2012 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 (PSEC), Members are consulted on service provision and the Trust has a network of VCOs 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 PUP groups. The trust has a PaPAF.

Patients complete a post discharge satisfaction survey which is measured against seven protected characteristics.

The trust supports and engages with the Kent Transgender Forum and the East Kent LGBT Network, and people with learning difficulties and their carers.

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:	EXCELLING
Reasons for rating:	<p>Outcome: The trust believes that health needs are assessed and services provided in appropriate ways for all protected groups</p> <p>Engagement: The Trust engages with patients from all protected groups and members and governors about how health-needs assessments, and resulting services, may be provided in more appropriate and effective ways.</p> <p>Mainstream processes: The Health Needs Assessment process and engagement activities are Trust wide and established.</p>
Last year’s grade.	<p>Progression plans: Plans to maintain the grade will be developed by 31/3/13.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p>
ACHIEVING	<p>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 ‘excelling’.</p>

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	
<p>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.</p> <p>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.</p> <p>Patients complete a post discharge satisfaction survey which can be broken down by protected characteristic. Seven characteristics are covered in the survey the two remaining characteristics can be ascertained using engagement activity with the relevant Patient user groups and interest groups.</p>			
EDS grade:	ACHIEVING		
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 most 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 all protected groups and members and governors on how service changes are discussed, and transitions effected smoothly.</p>		
Last year's grade.	<p>Mainstream processes: The Trust aims to meet the outcome using mainstream processes. It feels that all patients are given the opportunity to discuss service changes and is now able to provide evidence to that effect broken down into protected characteristics.</p>		
DEVELOPING	<p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/13.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust has data and evidence in place to meet this EDS outcome and is able to demonstrate service change discussions with patients from protected groups, and that these service changes are made smoothly. The Trust should be graded as 'Achieving'.</p>		

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 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 monitors feedback from patients and families by protected group characteristics using the post discharge satisfaction survey. 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 concern from patients during the last year indicates that harassment, bullying and violence from other patients or 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 undergo 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 for ensuring all members of 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 is a member of the 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 organisations from outside of the trust who work with vulnerable people including social services, and people with learning difficulties and mental health practitioners. Child protection training is mandatory for all staff.

EDS grade:	ACHIEVING
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 most 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>
Last year's grade.	<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 31/3/13.</p>
DEVELOPING	<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 most protected and key disadvantaged groups. Plans to progress to the next grade, with milestones will be developed by 31/3/13. 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 'achieving' NHS organisation.</p>

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.			
<p>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 people with protected characteristics. Breast and cervical cancer screening caters for women whilst other screening services are more commonly accessed by older people or younger people. Neonatal and antenatal screening programmes meet the needs of our population with the pregnancy and maternity protected characteristic.</p> <p>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. These are National programmes which do not have the facility to record patient equality information. 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.</p>			
EDS grade:		ACHIEVING	
Reasons for rating:		<p>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. .</p> <p>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.</p>	
Last year’s grade.		<p>Mainstream processes: The Trust aims to meet the outcome through its contractual agreements.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/13.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p>	
DEVELOPING		<p>There are thorough foundations and processes firmly in place to ensure equity between groups in access to, and benefit from, public health programmes in which this trust is involved. The trust should be graded as achieving in so far as it delivers to the highest stand possible in light of the National recording systems available.</p>	

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 has collected access data for seven of the nine protected characteristics during the last year. Annual Equality report demonstrates that none of those protected characteristic groups are disadvantaged in their access to services. Systems are being developed to increase the proportion of patients who have equality data on their records.

The Trust engages with patients, carers and communities about access to its services and takes account of key disadvantaged groups throughout its access processes. All patients are provided with the opportunity to complete post discharge satisfaction questionnaires which are capable of being analysed against seven protected characteristics. The other two protected characteristics are considered through engagement with representative groups.

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 processes 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 and the 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 all of the protected characteristics. The trust regularly carries out patient engagement activities and strives to involve people from all protected characteristics.

EDS grade:	DEVELOPING
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 most 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 31/3/13.</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>
Last year’s grade.	
DEVELOPING	

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	
<p>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.</p> <p>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.</p> <p>Post discharge surveys indicate that there are no significant differences between protected characteristics when responding to the question “Were you involved as much as you wanted to be in decisions about your care and treatment?” Most respondents indicated Yes definitely.</p> <p>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.</p> <p>The trust is currently exploring the possibility of providing online British Sign Language interpretation.</p>			
EDS grade:		ACHIEVING	
Reasons for rating:		<p>Outcome: The trust does collect data which provides 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 including 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>	
Last year’s grade.		<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. The trust has recently developed a post discharge survey for inpatients and maternity patients which is capable of being disaggregated into most protected characteristics.</p>	
DEVELOPING		<p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/13.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust is meeting this EDS outcome for some protected groups, and in its processes, takes into account key disadvantaged groups. For these reasons, the trust should be viewed as ‘achieving’.</p>	

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; however, all post discharge questionnaires now carry an equality section providing patient satisfaction data disaggregated to **seven** protected characteristics. Other characteristics are dealt with by means of engagement with the relevant groups. Indications are that there is no difference reported based on equality data. In addition to its own patient surveys, the hospital draws on CQC patient surveys.

The complaints system records **four** 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. The trust carries out patient engagement activities and strives to involve people from all protected characteristics. The trust is supporting the newly formed East Kent Lesbian, Gay, Bisexual and Transgender Network.

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 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

EDS grade:	ACHIEVING
Reasons for rating:	<p>Outcome: Patients in general, report good experience of the Trusts services. Equality data is 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 most protected groups and key disadvantaged groups about their experiences of the organisation.</p>
Last year's grade.	<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 31/3/13.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust is able to demonstrate that patients and carers positive experiences and there is some evidence to indicate how patients and carers from protected groups compare with the general population. Firm processes of engagement exist with all protected and key disadvantaged groups. Furthermore, a mainstream process, to tackle this EDS outcome, is in place. The Trust should be graded as 'achieving'.</p>
DEVELOPING	

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
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Complaints about services are taken very seriously at East Kent Hospitals University NHS Foundation Trust. The trusts complaints recording system is presently able to record **seven** protected characteristics but records only **four** protected characteristics of patients in relation to complaints. 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 683 complaints have been received by the trust. There were no complaints received concerning the manner in which the trust handled complaints indicating that complaints were probably handled respectfully and efficiently. 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 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:	<p>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.</p> <p>Engagement: The organisation engages, with patients, carers and communities from most protected groups, and key disadvantaged groups about complaints about services.</p>
Last year’s grade.	<p>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.</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/13.</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 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 most of the processes. For these reasons the trust grades itself as ‘developing’.</p>
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 seven 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 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. All candidates, who declare a disability and meet the minimum short-listing criteria are assured an interview. The Trust also supports “Bright Futures” 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 can demonstrate that employees 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>		
Last year’s grade.	<p>Mainstream processes: The organisation can demonstrate improvements in its recruitment and selection processes, embedding equality and diversity into mainstream mechanisms.</p>		
ACHIEVING	<p>Progression plans: Plans to progress to the next grade will be developed by 31/03/13.</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 employees 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 employees doing work of equal value are provided with equal pay. Job matching and evaluation is undertaken in partnership with staff side colleagues. Employees 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 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. Employees are surveyed on an annual basis and the results are analysed and presented to the Trust’s board together with an action plan.</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>		
Last year’s grade.	<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>		
EXCELLING	<p>Disadvantaged groups: The trust has online forums for Black and Minority Ethnic (BME) staff and Lesbian, Gay, Bisexual and Transgender (LGBT) staff. Employees also have access to LGBT, BME and Disability Networks. The Trust promotes and encourages employees to take advantage of leadership development for minority 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. 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
<p>East Kent Hospitals University NHS Foundation trust monitors personal development for seven of the protected characteristics. The trust can demonstrate that seven 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.</p> <p>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.</p> <p>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.</p> <p>Staff side organisations are fully engaged and have agreed the Appraisal and Development process</p> <p>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.</p>		
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>	
Last year's grade.	<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 maintain this grading will be developed by 31/3/13.</p>	
ACHIEVING	<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 'Excelling' 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

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.

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:	EXCELLING
Reasons for rating:	<p>Outcome: The Trust makes use of evidence and data for all 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>
Last year's grade.	<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 maintain this grade, with milestones will be developed by 31/3/13.</p> <p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p>
ACHIEVING	<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 'Excelling' in this area.</p>

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	
<p>The Trust has a Flexible Working Policy and a Maternity Policy developed in conjunction with staff side organisations and these are included in the induction given to all staff.</p> <p>East Kent Hospitals University NHS Foundation Trust monitors the usage of the Flexible Working Policy for seven protected characteristics and engages with members of staff from the two other characteristics. The analysis indicates that the trust provides fair and consistent access for seven protected groups to flexible working arrangements.</p> <p>The Trust has taken account the needs of key disadvantaged groups.</p> <p>The Trust also has an appeals process that enables all staff to challenge 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.</p>			
EDS grade:	ACHIEVING		
Reasons for rating:	<p>Outcome: The Trust, using available evidence and data, demonstrates that staff from most 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.</p> <p>Engagement: The organisation engages with staff and staff-side organisations, about developing and improving flexible working options.</p>		
Last year's grade.	<p>Mainstream processes: The Trust uses mainstream processes to promote and manage flexible working arrangements for staff</p> <p>Progression plans: Plans to progress to the next grade, with milestones will be developed by 31/3/13.</p>		
DEVELOPING	<p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The EDS outcome is met for most protected groups. 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 'achieving' NHS organisation.</p>		

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 the seven protected characteristics. The Trust has promoted healthy living to its entire staff, making no different provision for any particular group. The Occupational Health Team provides advice and access to medical services such as physiotherapy, flu jabs and psychiatry. Again this is mainstream provision, including all protected groups. The trust has developed a staff wellbeing programme available to all groups. The Take 5 initiative aims to help change lifestyle habits over a five week period. Each week begins with a new challenge; activity, healthy eating, energy levels, stress and relaxation as the five components of wellbeing.</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>			
EDS grade:	ACHIEVING		
Reasons for rating:	<p>Outcome: The Trust, using available evidence and data, demonstrates that staff from most 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>		
Last year’s grade.	<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 31/3/13</p>		
DEVELOPING	<p>Disadvantaged groups: Key disadvantaged groups are taken into account in the above processes.</p> <p>The Trust has made progress in this area and should be considered to be within the ‘achieving’ 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
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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. The board are considering adopting the NHS Competency Framework for Equality and diversity Leadership.

The Board have agreed to provide accommodation and support for meetings of the Local LGBT Network.

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 any discussion about the Public Sector Equality Duties (PSED) implications for decisions..

The Board approved the Trusts Equality Objectives for 2012/13 and this report will provide direction for the development of objectives for 2013/14. The trust board will receive an update on The Equality Act 2010 and the Public Sector Equality (PSED) Duties before April 2013.

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

The Trust Equality and Human Rights Manager 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.

The Trust supports a number of staff groups for protected characteristics, with representatives being supported to attend events, and has encouraged the development of online protected characteristic forums. 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 Two Ticks(✓✓) status as an employer and is a Stonewall Diversity Champion. The Board supports the MENCAP “Getting It Right Charter” to promote equality of access to healthcare by people with learning difficulties. Board members have signed up to the NHS “Personal Fair and Diverse Champions” campaign and are supporting its development by encouraging a promotional presentation at the Chief executives Forum in February 2013.

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:	EXCELLING
Reasons for rating:	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.
Last year's grade.	Engagement: The organisation engages with patients, staff, staff-side organisations and communities from all protected groups. Data and evidence: Best available evidence covering all protected groups informs decision-making and service reviews.
ACHIEVING	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. The organisation is able to demonstrate that it has data, engagement and mainstreaming processes in place that cover all protected groups and, in doing so, meet this EDS Goal. The trust should be graded as 'Excelling'.

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:

- Management of DNA for Elective and Planned Admissions
- Policy for the management of complaints, concerns, comments and compliments
- Do not attempt cardio-pulmonary resuscitation (DNACPR) Policy
- Dignity at Work Procedure
- Special Leave Policy
- Patient Access Policy
- Healthcare passport
- Equality and Human Rights Analysis (EHRA)
- Grievance Procedure

The trust provides the “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.

There are staff groups and online forums in existence for some of the protected characteristics. The Trust supports LGBT and BME networks and online forums and a network for disabled staff. There are plans in place to provide an online forum for disabled staff before 31/03/2013.

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>
Last year's grade.	<p>Engagement: The organisation engages with staff of some protected groups and staff-side organisations.</p> <p>Mainstream processes: The organisation has processes in place, covering most protected groups, to ensure that the middle managers and other line managers conduct and plan their business so that equality is advanced, and good relations fostered, within their departments.</p>
DEVELOPING	<p>Progression Plans: Plans to progress to the next grade, with milestones will be developed by 31/3/13</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
<p>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.</p> <p>The Equality & Human Rights Manager was the first member of the management team to successfully be assessed using the Competency Framework for Equality and Diversity Leadership. Following this trial the Trust Board will explore the adoption of the framework for other senior managers within the trust.</p>		
EDS grade:	DEVELOPING	
Reasons for rating:	<p>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’.</p>	
Last year’s grade. DEVELOPING		