

**CENTRAL MANCHESTER UNIVERSITY HOSPITALS
NHS FOUNDATION TRUST**



CEO Foreword

I am delighted to publish our new Equality, Diversity & Inclusion Strategy for the next three years. This strategy is fundamental to the delivery of our vision to be leaders in healthcare and excelling in everything we do. I believe that to excel in equality, diversity and inclusion it should be embedded into our everyday practice, so we no longer think of it in isolation but rather as an integral part of what we do here at CMFT.

As an inclusive organisation we will benefit greatly from the creativity and talents of all our people. We have lots of challenges ahead with devolution, place based care and increasing financial constraints. If we are to face these challenges head on whilst continuing to deliver the best patient care we need to work together, to listen to and respect each other. We already benefit from the strength of our diverse teams who deliver the best care for our patients, but we have more to do. We want to listen more, have strong diverse role models as leaders and we want to play a positive role in the communities we serve.

At our Diversity conference this year we set out our vision for equality, diversity and inclusion, and we kick-started the consultation for the strategy. We listened to what you had to say and your contribution has made this strategy stronger. We now have the challenge of making our vision a reality and I look forward to working with you all to help make it happen.

Yours sincerely

A handwritten signature in black ink that reads "Mike Deegan". The signature is written in a cursive, slightly slanted style.

Sir Mike Deegan, Chief Executive of CMFT

Our Local Context

Equality, Diversity & Inclusion Strategy 2015-2018

87% of our employees come from Greater Manchester



87% of our staff, who responded to our staff survey, believe CMFT provides equal opportunities

Manchester has the highest rate of under 75 mortality rate for cardiovascular conditions

6% of our Staff in Grades 8-9 and Very Senior Managers are from BAME communities



13% of our Board are from Black, Asian & Minority Ethnic Communities

89.4% of our patients live in Greater Manchester



33.9% of children in Manchester live in poverty, in Trafford 14.1% of children live in poverty



51.8% of our inpatients are Christians and 14.8% are Muslims



Older LGBT people are more likely to live alone and be socially isolated



Equality, Diversity & Inclusion Strategy 2015-2018

2% of our staff state they have a disability, but we believe this is an under reported figure as we don't know for 49% of our staff



In Trafford, it is estimated that there will be a 23% increase in the number of people aged 65 and above, from 2008 to 2025.



Lesbian, Gay, Bisexual & Transgender communities in Greater Manchester are less likely to access mainstream health services, including cancer screening. They are more likely to rate their experiences as poor

In 2014/15 More than 85% of patients reported that they were involved in decisions about their care and treatment

In Manchester, 3,981 people are in contact with mental health services equalling 1 in 25, compared to nationally 1 in 46



26% of our patients are from BME communities



For every 1 person in the general population who dies from an avoidable cause of death 2 people with learning disabilities will do so

10% of our staff, who responded to in our 2014 staff survey, said they experienced discrimination in the last 12 months



CONSULTATION



In May 2015 we went out to consult with our people about what our new Equality, Diversity & inclusion Strategy should be. We proposed a vision and key priorities that we felt were important to CMFT. We talked to 450 people either at big events, staff meetings, face to face and online.

From this consultation we have made changes to the proposed strategy as it was clear that the people we talked to said:

- they wanted a simple and clear vision with no jargon
- separating the strategy into different groups staff, patients and community wasn't the right approach – they preferred common themes that impacted on all groups
- they had a strong view that we should be first and foremost accessible to all in our communications, physical access and access to our services
- no one should be discriminated against or treated unfairly because of who they are
- we should listen to people and peoples stories were very powerful
- they wanted to get more involved
- they wanted us to be representative of our local communities across all parts of the organisation

Vision

Valuing the voices of our diverse people to be the best we can

By **people** we mean our staff, patients, carers, visitors, governor's board directors, volunteers and the communities we serve.

To deliver this vision we will aim to:

- **Be accessible to all**
- **Listen and respond to all our people**
- **Benefit from the diverse skills and knowledge of our people**
- **Work in partnership to provide opportunities for our communities to live healthy lives**

Aim 1 – Be accessible to all

We will ensure our services and our workplaces are accessible and inclusive. This means we will improve accessibility of our services, workplaces and sites so that everyone can easily use our services. We want all our people to have equal access to the best care possible. We will work to:

- improve the physical access onto our site
- ensure that all our communications are easy to read or understand, clear and accessible to the people they are aimed at
- ensure that our environments are warm, welcoming and safe for all
- ensure that our employment and promotion opportunities are accessible to all
- monitor what we do to make sure we are meet these commitments



Aim 2: Listen and Respond to all our people

We will:

- listen and respond to our people through the many channels that we have in place and continue to improve opportunities so that all people are heard
- improve the collection, quality and use of equality monitoring data. We will use this data to understand how we are doing and how we can improve.
- create more opportunities for our people to tell their stories.
- involve our people in what we do now and what we will do in the future
- develop programmes that bring together people to work in partnership to support vulnerable and isolated groups
- deliver programmes that create a coaching and mentoring culture across the organisation



Aim 3: Benefit from the diverse skills and knowledge of our people

We serve vibrant and diverse communities across Greater Manchester. We want to use this diversity as a strength and harness the power of different skills, knowledge, experience and backgrounds our people have. We will have:

- a diverse and empowered workforce across all occupations and represented in our senior management
- a diverse board and governing body
- active diversity networks to help all staff get access to the support they need
- systems that ensure the accessibility and retention of opportunities for all
- strong monitoring arrangements to track our progress against key targets



We will:

- provide training and development that empowers our teams to support all people
- celebrate diversity, cultural differences and play an active part in the celebrations of our community

Aim 4: Work in partnership to provide opportunities for our communities to live healthy lives

As a large provider of health and community services, as well as being a major employer, we want to work in partnership with our local communities to provide great opportunities to work, volunteer and to visit us. Working in partnership with our communities we want to understand and reduce the health inequalities that our local people face. We will:



- offer a range of employment opportunities for our local community, including specific programmes for some of the most vulnerable people in our community
- offer opportunities that help improve social mobility, widen participation from all groups in our community and reduces social isolation
- work with local partners to understand fully the health inequalities in our community and address them
- support our staff to play an active part in their communities and champion health or jobs in health
- be a socially responsible organisation that consider its impact on its environment, its people and its community

How we will Measure the Strategy

Aim 1 - Be accessible to all

- In-Patient Experience & Out Patient Tracker (PET) – Question - Did we support your disability during your stay?
- Children’s Survey Questions (every two years) –Staff knew how to care for the child’s individual or special needs? The ward had appropriate equipment or adaptations for their child?
- Annual Adult Patient Survey – Q66 Overall, did you feel you were treated with respect and dignity while you were in hospital?
- Implement the NHS Accessibility Standard
- Implement Disability monitoring fully across the Trust by 2016
- Meet all national standards for our all our communications and communication channels

We will also monitor progress by annually reviewing outpatient profile data, reviewing our patient complaints data and staff survey data

Equality, Diversity & Inclusion Strategy 2015-2018

Aim 2 - Listen and respond to all our people

- Staff Survey measurement - Q17. In the last 12 months have you personally experienced discrimination at work?
- Staff Survey Q24 – staff recommending the Trust as a place to work or receive treatment - an indicator of the Friends and Family Test
- Adult Patient annual Survey - Q69 During your hospital stay, were you ever asked to give your views on the quality of your care?
- Improvement the quality of our equality data for all people
- Improve the use of equality data in our transformation programmes, our service improvement our in delivering our people strategy

Aim 3 - Benefit from the diverse skills and knowledge of our people

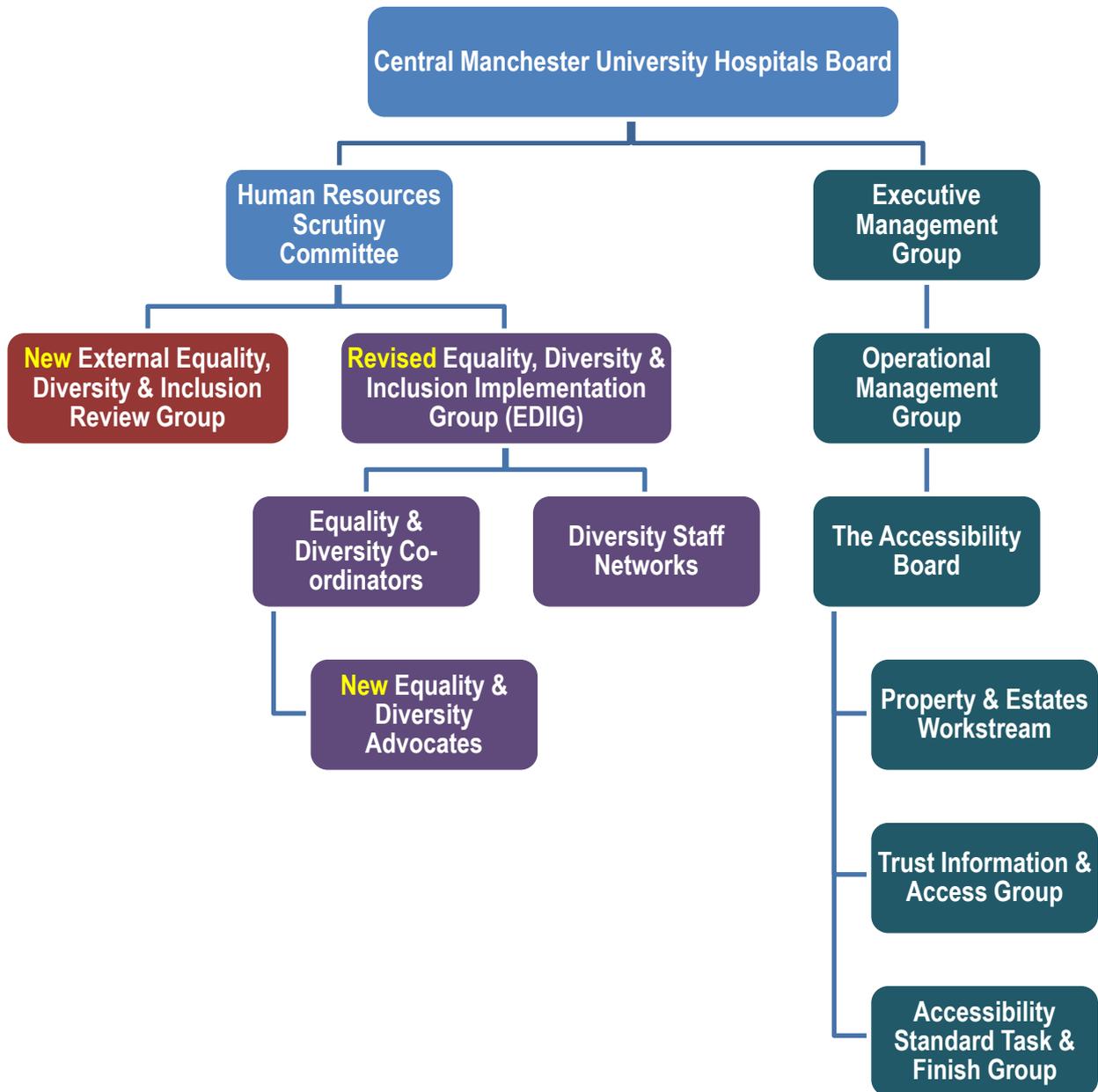
- Key Performance Indicators in the Workforce Race Equality Standard for representation of BME staff at senior roles
- Overall Score in the NHS Equality Delivery System
- Staff Survey Q16: Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic, background, gender, religion, sexual orientation, disability or age?
- Every member of staff to have an equalities objective
- Report annually on all activity and training provided
- Report annually on makeup of our people

Aim 4 - Provide opportunities for our communities to live healthy lives

- Report annually on our volunteers, work experience and widening participation programmes
- Track progress against local recruitment targets
- Develop a Social Value statement for CMFT and progress measures

These measurements will be reported via an annual Equality, Diversity & Inclusion Report. For measurements that can be quantified we will establish a baseline and then set targets annually. Progressed will be reviewed annually by our HR Scrutiny Committee.

Governance



In addition Equality, Diversity & Inclusion will be reported at the appropriate Governor committees and annually at the Council of Governors meeting.

Next Steps

To deliver this strategy we will:

- Use the measurements outlined to create a benchmark for where we are now.
- Use the benchmark we will propose a set of targets for the next three years. These targets will be discussed with our Equality Advocates and Co-ordinators, with our governors, at our Equality, Diversity & Inclusion Implementation Group and the External Review Group. They will be signed off at the Human Resources Scrutiny Committee.
- Publish the targets alongside the strategy on our website. We will report annually against the targets.
- Have a robust action plan that shows how we are going to deliver this across CMFT.
- Work in partnership with our people, with opportunities for our people to engage, discuss, develop, improve and celebrate what we do.

To get involved please email us at equality@cmft.nhs.uk