Charter Project Name: OUR VOICES (Equality, Inclusion & Diversity)
Organisation/Division: HUTH

SRO: Chris Long **Programme Director: Rachel Joyce**
Lead Clinician: Robert Goddard Project Manager: Ruth Colville
Document Version and Date: 8/10/2020 DRAFT V1.4

Challenge/Benefit Statement:

This 6-month programme will support the Trust's Equality, Inclusion and Diversity theme as outlined within our *Trust Strategy 2019-2024* (p.10) and *People Strategy 2019-2024 (p.13)*. It seeks to answer the question, "How can we use the lived experience of staff to improve the recruitment and retention of underrepresented groups to across all management levels to create a culture of diversity and inclusion which fosters innovation and continuous learning . It is proposed that this project sits within a wider Equality, Inclusion and Diversity Programme and will inform our approach to realising;

- Programmes designed to develop our BME staff and staff with any disability or protected characteristic to obtain leadership roles
- Tailored leadership development for all staff in leadership positions or aspiring to attain one, with a focus on supporting and inspiring a culture of continuous improvement
- The development and delivery of a communication campaign to support staff to feel able to declare any disability or protected characteristic
- The development of the medical leadership roles, skills and knowledge to equip medics to lead clinical and operational teams
- The development of the Trust Board team and culture, through a challenging programme of learning and improvement; and it will
- Inform the refresh of the HUTH *Equality, Diversity & Inclusion Strategy 2018-2021*

Understanding the lived experience of staff from all backgrounds will enable us to meaningfully work towards a culture where both in employment and service provision no individual is discriminated against or treated less favourably due to age, disability, gender, pregnancy or maternity, marital status or civil partnership, race, religion or belief, sexual orientation of transgender (Equality Act 2010) and the vision as set out in the Trust's Equality, Inclusion and Diversity Strategy. It is a demonstrable way of showing we are becoming a listening and learning organisation.

High Level Scope:

We will continue to develop an organisational culture that encourages every member of staff, whatever their role or background, to succeed. A Trust where our staff work hard to make a difference for patients, where staff access opportunities to learn, develop and grow and work in a positive environment free from discrimination, (*People Strategy 2019-2024*, p.13).

This project sits within a larger programme to deliver our cultural theme of Equality, Inclusion and Diversity and will inform key aspects of that strategy.

Delivery of this project is a key component in identifying where changes can be enacted and prioritising those in order to complement and enhance our strategies to make HUTH, and Hull as a region, a sought after area which attracts a wide range of candidates and develops our reputation both as a diverse and inclusive organisation and one where continuous learning and innovation is highly valued and supported and where real leadership opportunities exist for people regardless of race, background, sex or diverse ability or other protected characteristic.

Key Risks, Dependencies and Barriers:

Risks:

- There are a number of risks affecting operational teams which may delay the realisation of programme goals by reducing the capacity of staff to engage fully with the programme. These include reduced capacity due to Restore and Recovery plans, contingency for a second surge, prolonged impacts on staff in relation to COVID-19 (impacting deployment, sick leave, support requirements)
- There is a risk that staff may be suffering from exhaustion and change fatigue in light of prolonged operational pressures precipitated by COVID-19 which may limit their ability to engage with the programme
- There is a risk that operational requirements due to anticipated or unexpected events (seasonal flu and respiratory diseases) will limit capacity
- There is a risk that staff key to programme implementation could become ill due to risk of COVID-19
- There is a risk that the programme may be seen as tokenism
- There is a risk that staff may feel personal and career vulnerability when engaging in programme discussions
- There is a risk that staff entering into a dialogue which carries significant emotional labour will need increased psychological support.

Anticipated Impact:

	2020/21	2021/2022	2022/2023
By 31 March 2021 evidence of a more open dialogue to greater mutual understanding across staff groups as evidenced by the minutes of HUTH Networks and Committee meetings			
By 30 June 2022 Improved Staff Survey Results for BAME, LGBTQ+ and Diversely Abled Staff (2021 Survey Results)			
By 31 March 2021 Evidence of organisational structures to solicit and support the voices of differently abled staff such as BAME and LGBTQ+ staff currently can access			

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Dependencies: • The programme requires strong support and endorsement at Board Level for individuals to feel their vulnerability is worth the personal investment and is likely to result in meaningful change • Continued organisational partnership working with health group partners, Organisational Development, Human Resources, Education & Development Team, Communications Team, Patient Experience Teams, the Medical Education Centre, Library & Knowledge Services and HYMS to ensure there is a consistent message around *Equality, Diversity & Inclusion* and understanding of how to engage and involve others inclusively. • Continued access to and work with local, regional and national networks including HUTH's BAME Network, HUTH's LGBTQ Staff Network, Yorkshire & Humber Academic Health Sciences Network (YHAHSN) , Yorkshire & Humber Improvement Academy (IA), the Quality Improvement Trainers Network (QITN), regional Health Education England Clinical Fellows and the Health Foundation's Q Network to make the region desirable for recruitment and retention regardless of race or any protected characteristic. **Barriers:** • Unconscious bias in systems, structures and staff • Perception as to the relative importance or need for the programme • Resource (Staff time and access to technology)	
Deliverables:	**Milestones and timescales:**

INITIATE
• Agree desired project outcomes aligned to relevant Trust Strategies (i.e. People Strategy 2019-24 and Equality, Inclusion and Diversity 2018-2021) and existing structures (Human Resources, Organisational Development, Education Training & Development, Staff networks etc.). Seeking WIN WIN scenarios for organisation and individual's investing in the organisation by sharing their lived experience
• Agree research question, methodology, framework for capturing lived experience of staff
  o Discuss outline project with staff from underrepresented groups across different levels of management
  o Agree voices (wide section of staff including, BAME, LGBT+, Differently Abled, allies and the fearful privileged from different strata within the organisation)
• Agree selection process for gathering voices
• Draft Project Brief for consideration at EMC
PLAN
Engage Staff Agree outputs.
• Identify potential topics for:
  o Training & Development(segmented dependent on role & responsibility – line managers and recruitment teams have different needs, vs. team to team all staff, allyship, micro aggression, Unconscious Bias Training Advocacy, Being Inclusive, What is Diversity, Equal vs. Fair),
• Organisational Development (Leadership development, cultural development e.g. holding courageous conversations)
• Promotional Materials (Creating visibility, raising awareness, promoting the benefits of a diverse and inclusive workforce like faster innovation greater creativity, flexibility drawn from evidence base)
• Recruitment & Retention – creating an evidence base for who we are becoming
 	
IMPLEMENT
• Capture *Our Voices*, the lived experience of staff
• Segment lived experience into areas which inform organisational development: Trust culture, the refresh of the
	By 31 March 2021 evidence of a more open dialogue to greater mutual understanding across staff groups as evidenced by the minutes of HUTH Networks and Committee meetings
	
	A series of documented staff experiences in video, audio and written format
	• By 30 October 2020 first testimonial captured
	
	By 31 December 2020, production of a *Time to Talk EDI Primer* to support productive dialogue
	
	By 31 March 2021, report containing an analysis of themes arising from staff testimonial including recommendations for improvement which should inform:
	• The refresh of the Trust's EDI Strategy
	• Leadership Development Programmes
	• Training
	• Induction
	• Recruitment & Retention and which ultimately improve staff experience and patient safety.
	By 31 March, 2021, an art exhibition celebrating diversity at HUTH and the gifts our diversity brings to our community to be held at The Brodrick Gallery of Hull School of Art Design
	
	By 30 June 2021, publication of an EDI Culture Cookbook (working title) – Charity fundraiser for WISHH
	
	By 30 June 2021 Sharing the Learning: A practical roadmap and approach to engagement that is scalable and sharable across organisations, institutions and communities
	
	<u>POST PROJECT REVIEW</u>
	By 30 June 2022 Improved Staff Survey Results for BAME, LGBTQ+ and Diversely Abled Staff (2021 Survey Results)
	
	By 31 March 2021 Evidence of organisational structures to solicit and support the voices of differently abled staff

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Equality Inclusion and Diversity strategy, structures, systems & processes, talent, leadership programmes, effective communication, developing communities, meaningful support mechanisms
• Measure the extent to which lived experience is a shared experience within HUTH
 	
Create a variety of *Our Voices* materials which;
• Showcase the contributions that our diverse staff bring at all levels with the Trust and into the wider community
• Reveal the lived experience (Video / live discussions) of staff and serve as a springboard for organisational development toward achieving cultural aims. Potentially;
  o Training & Development (Equality, Diversity & Inclusion educational materials, topics: Unconscious Bias, Micro aggression, recognising privilege, getting comfortable with the uncomfortable)
  o Examines the effectiveness, equality and fairness of our existing processes (recruitment and retention, policy)
  o Recommend meaningful measures that explore the voice of the evidence (going beyond the WRES report)
  o Informs recruitment and retention strategies about the organisation we are *and the one we are becoming* (inc. videos, signposting to recent developments, long-term strategy on EI&D). A means to explore our unique selling point (USP) that makes HUTH the place to be (building on alliance with Hull Uni and Research strands)
  o Allows us to demonstrate real and meaningful progress for staff with protected characteristics
  o Provides a safe space for staff to explore what this means and address feelings of white fragility and explore issues of tokenism
  o Identifies key lines of enquiry into existing systems and processes which may require review as highlighted through lived experience
• Promote the trust and demonstrate how we value staff in the wider community
  o Exhibition featuring *Our Voices* at The Broderick Gallery, Hull School of Art & Design, Hull College
  o EDI Culture Cookbook (working title) & Fundraiser
	such as BAME and LGBTQ+ staff currently can access

In Scope:	**Out of Scope:**
• Gathering the lived experience of a wide section of staff with protected characteristics across a set of agreed themes and from various staffing groups and management levels • Gathering the lived experience of the majority to establish an organisational snapshot of where we are now • Recording those experiences for sharing within the organisation and for promotion of the organisation and its values in line with agreed strategies • Creation of a booklet to promote the Trust and support recruitment and retention • Create a series of interactive materials (Page Tiger) to illuminate themes coming out of lived experience as a precursor to a larger programme of work to deliver a Equality, Inclusion and Diversity Strategy • Exhibition with Hull College featuring and valuing our staff and *Our Voices* and highlighting the benefits we have realised by having a diverse workforce	• Delivery of a wider Equality, Inclusion and Diversity Programme • Delivery of WRES Improvement Work Plan • Delivery of WDES Improvement Work Plan • Delivery of goals already being progressed within BAME or LGBTQ+ Network • Creation of any new staff networks

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Project Team:	Project Team Accountable for Delivery to:
Senior Responsible Officer: Chris Long, CEO Clinical Lead: Robert Goddard (Confirmed) Nursing Leads: Rosetta Binu (Confirmed) & Lou Beedle (Confirmed) Qualitative Methodology Adviser: Prof Shaji Sebastian (Confirmed) Patient Representative: Marie Stern (Confirmed) HIP Programme Director: Rachel Joyce (Confirmed) HIP Programme Managers: Sam Cook & Julia Elstob (Confirmed) HIP Senior Project Manager: Ruth Colville HIP PMO & Project Support Officers: Anne Stimpson / Chrissy Charlton HIP Administrator: Gemma Brunsdon / Amber Manzouri (Confirmed) Equality, Diversity & Inclusion Officer (Upon appointment) OD Representative: Nami Sajja / Lucy Vere (Confirmed) BAME Network Link: Jay Choudhury, Portering Supervisor (Confirmed) CSS Representative: Jay Gandhi, Physiotherapist (Confirmed) LQBTQ+ Link: Bonnie Gray (Confirmed) Human Resources Representative: Helen Knowles / Lindsey Harding / Liz Dearing (Confirmed) Education & Development Team : Andrew Wilson (Confirmed) Library & Knowledge Services Representative: Tim Staniland (Confirmed) Video Support: Cameron Clark / Chris Gay (Confirmed) Regional Junior Doctor Representative: Taiwo Dada FY2 (Confirmed)	Trust Board Level Committee (Workforce & Transformation Links to other Trust Committees • Diversity & Inclusion Steering Group • BAME Network • LGBTQ+ Network • HR Advisory Group

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