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Betsi Cadwaladr  
University Health Board



# Fairness, Rights and Responsibilities



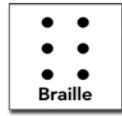
## Annual Equality Report

2017 -2018

‘a conscious approach and state of mind’



**This report and any supporting documents can be made available in other languages or formats on request.**



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# Foreword

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Welcome to Betsi Cadwaladr University Health Board's (BCUHB) Annual Equality Report covering the period April 2017 to March 2018. This report provides an opportunity to highlight the Health Boards' work that contributes to a more equal Wales, where all people have the opportunity to fulfil their potential. It summarises the action we have taken to advance equality and includes many examples of good practice at our Health Board.

The Health Board is committed to advancing equality of opportunity and protecting and promoting the rights of everybody to achieve better outcomes for everyone, having regard for a person's protected characteristics. We understand that taking account of the 'differences' or protected characteristics found amongst us all, can have a profound impact on health and well-being outcomes for the people we serve. Our priority is to ensure that the patients we treat receive safe and high quality care, delivered with dignity and compassion and in a way that respects their individuality. We work closely with staff, patients and partners to embed equality and human rights principles into our ways of working and continue to engage with a range of stakeholders and subject experts to help assure our strategic direction.

This Annual Report provides an overview of our progress this year and also identifies those areas that have provided challenges. We are pleased to see a strong commitment to promoting equality and human rights within our recently published long term strategy for health, wellbeing and health care in North Wales, Living Healthier Staying Well. The Well-being of Future Generations (Wales) Act 2015 and the Equality Act 2010 provide us with an opportunity to advance equality in a more integrated way as we move forward. There is a lot to be done, but the direction is clear and we are well placed to build upon our success to date.

We will continue to drive forward the equality agenda with pace, and will be commencing a review of our Strategic Equality and Human Rights Plan and our equality objectives during early 2019 in line with our Statutory Duty.

If you have any comments or suggestions in relation to the contents of this report, please forward them either by post or by e-mail to:

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# Background and Context

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The Equality Act 2010 replaced previous anti-discrimination law, consolidating it into a single Act. The Act covers discrimination because of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation. These categories are known in the Act as 'protected characteristics'. The Act places a duty on the public sector to have due regard to the need to:

- Eliminate unlawful discrimination, harassment, and victimisation.
- Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
- Foster good relations between those who share a relevant protected characteristic and those who do not.

In order for public bodies to better perform and demonstrate their compliance with the public sector equality duty, the Welsh Government legislated to bring in specific equality duties as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 (also referred to as the Welsh Specific Equality Duties).

The Act aims to ensure that the Health Board and others carrying out 'public functions' consider how they can positively contribute to a fairer society in their day-to-day activities. There is a range of work taking place across BCUHB which actively promotes equality of opportunity, eliminates unlawful discrimination and fosters good relations.

The Well-being of Future Generations Act is a new law that came into effect in 2016. The Act gives us an opportunity to change the way we plan and deliver services. We need to work together with other public services to think about the long term impact of the decisions we make

A number of developments from the past year are outlined in this report.

# Our Purpose, Vision and Values

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We have developed our longer term 10 year strategy for the future: [Living Healthier, Staying Well \(LHSW\)](#) and co-produced this with many individuals and groups across North Wales. This details our organisational purpose, vision and values alongside our strategy for meeting our population's future needs.

One of our duties under the Well-being of Future Generations Act is to set well-being objectives for the Health Board. We believe that aiming towards these objectives will help us define and maximise our contribution to the seven national well-being goals including the More Equal Wales goals. More detail on how this will work is described on our website.

## Our Principles

In developing our LHSW strategy, we followed a number of key principles. These are set out below. We will continue to work with these principles as we implement the strategy.

In everything we do:

- We promote equality and human rights
- We will actively provide Welsh language services to address the needs of our Welsh speaking population, in line with the Welsh Language (Wales) Measure 2011
- We work together with local authorities, other services and organisations, including third sector
- We listen to what matters to people and involve them in decisions
- We will address the needs of individuals and their carers
- We use evidence of what works so we can improve health and learn
- We work to improve services
- We use our resources wisely (finances, buildings and staff)
- We will work with the principles of prudent healthcare, which are:



# Key Achievements in 2017/18

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- ✓ We have supported the development of the Health Boards' longer term 10 year strategy 'Living Healthier, Staying Well' (LHSW) from an equality and rights perspective this year
- ✓ We have continued to meet with our Strategy & Planning Equality Scrutiny Group. A key focus has been LHSW and supporting equality impact assessment of this work.
- ✓ We have worked to embed equality and rights considerations within on our 3 year plan and developed an equality and human rights logic model to help communicate how we are seeking to advance equality across the organisation.
- ✓ We have delivered mandatory equality & human rights training and increased compliance in the last 12 months to 82% across BCUHB (as at 31<sup>st</sup> March 2018); additional training has been delivered to a number of GP Practices and a workbook designed specifically for Estates and Facilities Staff.
- ✓ We have promoted human rights and raised awareness of key resources relevant to healthcare for staff to access
- ✓ We are proud to have retained our 'Top 100 Employer' status in the Stonewall Workplace Equality Index 2018 improving our ranking significantly to 51<sup>st</sup> overall across the UK
- ✓ We launched a Toolkit and Audit Tool for use by ward staff across BCUHB to better understand the needs of LGBT+ service users.
- ✓ We held a Workforce Conference with the theme of 'Wellbeing and Equality for Everyone'.
- ✓ We held rainbow flag-raising ceremonies at each District General Hospital site in celebration of International Day Against Homophobia, Biphobia and Transphobia (IDAHoBiT) day in May.
- ✓ We have commissioned a new film designed to improve awareness amongst front-line staff of issues faced by LGBT+ service users
- ✓ We are working with stakeholders to raise awareness of and implement the interim Gender Identity Pathway for Wales.
- ✓ We worked with members of our Women's Focus Group to develop a toolkit for managers to help in dealing with issues around pregnancy and maternity leave.
- ✓ We undertook a self-assessment to secure Disability Confident Employer status for a further two years.
- ✓ We have established a support and interest group for staff who are dyslexic

# Meeting Our Equality Duties

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## Engagement

Our Corporate Engagement Team lead and develop the Health Board's corporate community engagement activities. They work closely with our communities, stakeholders and partners to ensure that everyone has opportunities to engage and get involved to shaping health services in North Wales.

Engagement with members of the public on the development of the Health Board's Health Strategy for the future: Living Healthier, Staying Well has been a priority this year. During the summer months the Engagement Team completed a summer engagement programme including the National Eisteddfod which was held in Anglesey.

A range of activities to deliver our Future Generations and Social Services and Well-Being Act responsibilities have been undertaken, supporting Public Service Boards to undertake stakeholder and public engagement activities, including workshops to agree local well-being priorities. The Corporate Communications and Engagement Teams also promoted online surveys and information including adding links on the BCUHB website and using social media channels to encourage public involvement.

In July 2017 we facilitated an event for people with protected characteristics to ensure as many voices as possible were heard during the development of our new Health Strategy. We invited stakeholders representing protected characteristic groups to take part in this important conversation, share great ideas and their diverse experiences, to help us shape the future for health, wellbeing and healthcare in North Wales. Our workshop sessions were themed around the key areas of:

### **Acute Hospital Care, Improving Health, Reducing Inequalities, and Care Closer to Home.**

This has helped to inform the development of our new strategy.



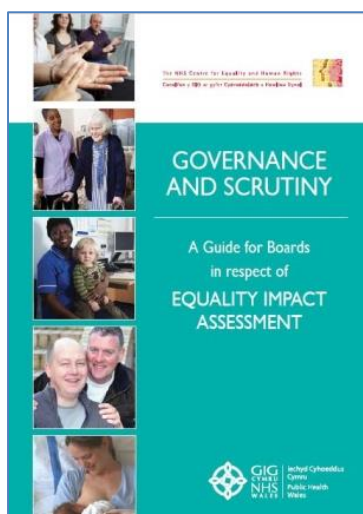


## Equality Impact Assessment

Our aim in meeting the statutory duty on Equality Impact Assessment (EqIA) is to ensure that when we make a decision, develop a strategy or policy, or do anything else that affects our service users or staff, then we do so in a fair, accountable and transparent way taking into account the needs and rights of those who might be affected.

The Equality Team work to:-

- ensure that our staff are trained to understand the principles of Equality Impact Assessment (EqIA). Work this year has focused on training for key staff from service areas and Project Managers and those responsible for the development of our three year plan;
- ensure those who make decisions and/or approve policies are aware of the duty and are able to exercise appropriate and informed scrutiny;
- meet regularly with our Strategy & Planning Equality Scrutiny Group to review and advise on Impact Assessments for emerging key strategies and policies. This year, the majority of our work with this group has been focused on the development of the key Health Board Strategy, **Living Healthier, Staying Well**.



We have continued to facilitate skills workshops for staff on carrying out EqIAs throughout the year and have re-developed our intranet site to make it easier to use with links to documents and websites to assist the evidence-gathering that informs our assessments.

We have promoted widely the updated guide for Board members developed in partnership with the NHS Centre for Equality and Human Rights not just to Board members but also other senior staff who are involved in our key decision-making processes.

## Procurement

Building upon changes that were implemented with BCUHB's Standing Financial Instructions, there are a number of ways in which equality considerations are embedded within procurement processes, which are managed on our behalf by NHS Wales Shared Services Partnership (NWSSP).

We have worked with colleagues in Finance and Procurement to identify our 'Top 100 Suppliers' so that we could write to them inviting them to consider the impact upon their work of the Public Sector Equality Duty (PSED) particularly as it relates to Procurement through closer collaboration and joint training events.

## **Gathering Information Relating to Our Service Users**

### **Carers Rights and Support**

In April 2016 the Social Services and Well-being (Wales) Act (2014) came into force. This is a legal framework that brings together and modernises social services law. The major change brought about by the Act is that Carers are now afforded the same statutory rights to an assessment for support as the cared for. The act imposes duties upon local authorities and Health Boards that requires them to promote the well-being of carers and to provide them with information, advice and assistance.

Over the last 12 months BCUHB has continued to work in partnership with all six local authorities and the North Wales Social Care and Well-being Services Improvement Collaborative to map what carer`s services we have in North Wales currently and how we can make these better. We know that there are over 79,000 unpaid carers across North Wales and this figure is increasing.

The Carer`s Lead Officer for BCUHB, has worked to identify Carers Champions across the region and a carer pathway is being created within Mental Health Services.

### **Gathering Equality Information from Patient Experience Feedback**

Within the financial year 2017/2018 we have continued to work on strengthening our ability to gather and learn from service user feedback. The Service User Experience Team has continued to collect and analyse equality information as an integral component of its organisational remit to listen and learn from patients, relative and carers (WG, 2015). Feedback from service users including those with protected characteristics is reported to the Health Board`s Listening & Learning from Patient Experience group and reported quarterly to the Board via the Quality Safety and Experience committee.

### **The All Wales NHS Inpatient Survey**

The Wales NHS Inpatient Survey is an established method for measuring and reporting service user satisfaction and is utilised nationally within NHS Wales. The survey is sent to a random sample of 1,000 service users who have been identified as inpatient in the previous 3 months period. Response rates at approx. 30% are high for this type of postal, self-reporting survey. The survey contains questions which enable responders to identify their protected characteristics. In 2017/2018 high level findings indicate that respondents who identified as disabled reported lower levels of service user satisfaction than non-disabled respondents, as was also the case in 2016/2017.

In 2016/2017 female service users reported lower levels of satisfaction compared with male service users, however in 2017/2018 female service users reported statistically similar levels of satisfaction to male service users. Additionally in

2017/2018 service users reported statistically similar levels of satisfaction by age group.

### **CRT/Viewpoint™ - Real Time Patient Feedback System**

CRT/Viewpoint™ is a real time patient/service user experience feedback system. The survey enables service users to report levels of satisfaction with their experience. Whilst there limited data is available for 2017/2018, responses from this survey do enable the following tentative conclusions to be drawn.

Blind and deaf service users report that staff are more likely to introduce themselves, more likely to listen to the service user, and more likely to provide them with information they need. They therefore, felt more involved in their care, and generally rate the overall experience in a more positive light compared with users with no long standing condition.

This data will continue to be analysed by the Service User Experience Team throughout Q4-2017/2018 and on into 2018/2019 and lessons learned will be incorporated into improvement plans.

### **The Patient Advice and Support Service**

The Patient Advice and Support Service (PAS) was introduced in Ysbyty Glan Clwyd in July 2017. PAS is a supplementary and complimentary service intended to act as a safety net for patients, their relatives and carers who feel their concerns have not been answered, or who have not been able to talk to staff directly about their worries.

The PAS Service team have been trained in equality and human rights; they remain impartial and ensure that all issues raised are addressed confidentially. The PAS Service also support staff at all levels within the organisation to develop a responsive, inclusive and patient centred culture by providing training and reflecting back to staff the impact of the patient experience. Since the implementation of the Service in late July 2017 at YGC, the top 4 themes are waiting times, communication, receiving information in a timely manner and basic nursing care.

### **Information Relating to Our Workforce**

Information relating to the equality characteristics of our workforce is held in our electronic payroll system (ESR).

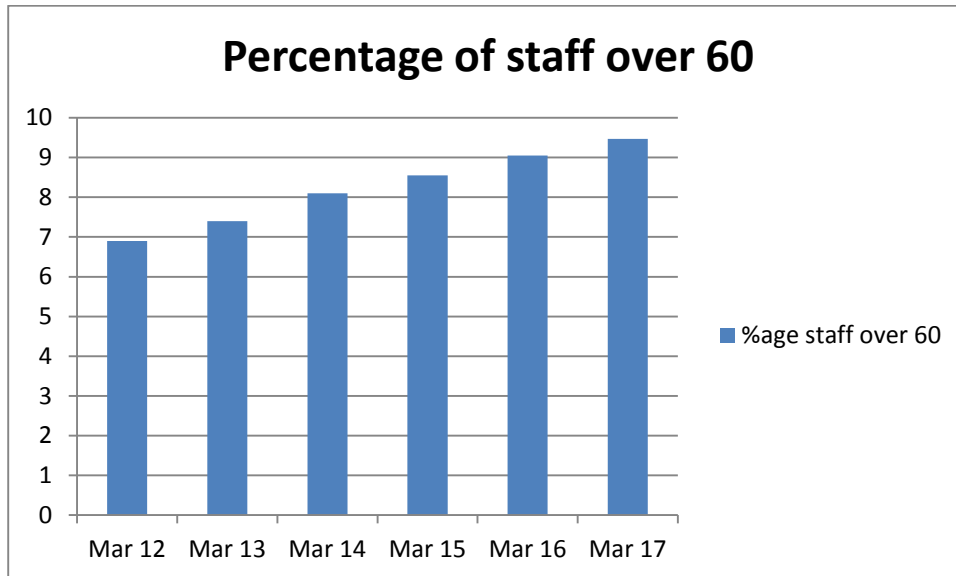
Information on job applicants is gathered as part of the recruitment process via a national system known as NHS Jobs and this enables us to understand the profile of people applying to work for us, whether or not they are shortlisted for interview, and whether or not they are successful. Information relating to people appointed becomes part of their ESR record.

Each year we publish a range of employment and pay reports required by the Specific Equality Duties for Listed Bodies in Wales and these are available on our

website at: <http://www.wales.nhs.uk/sitesplus/861/page/63948> together with a commentary on the key points of interest in the reports.

This commentary was the subject of discussion at our Strategic Equality & Human Rights Forum during the year and a number of key statistics were identified for further scrutiny and analysis as shown in the table below. These will be the subject of further discussion and progress monitored at future meetings of the Forum.

**Table 1. Percentage of BCUHB staff in post aged 60 and over.**



**Table 2. Key Employment Statistics**

<u>Key Statistic/Issue</u>	<u>How are we addressing any issues?</u>
<p>Continuing upward trend in the number of staff over 60 years old employed (see also Table 1 above):-</p> <ul style="list-style-type: none"> <li>• 6.9% at March 2012,</li> <li>• 7.4% at March 2013,</li> <li>• 8.1% at March 2014,</li> <li>• 8.55% at March 2015,</li> <li>• 9.05% at March 2016</li> </ul>	<p>We have established a 'Working Longer Review Group' to review the outputs from the 'UK Working Longer Group' and 'The Working Longer Steering Group Wales', and to formulate and develop strategies across BCUHB to meet the needs of an ageing workforce and the challenges that this might pose for BCUHB.</p>
<p>The number of staff identifying as Asian/Asian British is more than 3 times higher than the Census (3.09% compared to 0.92%), however almost 70% of these staff are employed within medical grades.</p>	<p>Our new recruitment website 'Train, Work Live' is designed to be inclusive and to reach out to everyone to attract a wide range of candidates to come and work for BCUHB, including those from outside the UK.</p>
<p>Less than 5% of people applying for jobs declared they are disabled.</p>	<p>We have recently completed the DWP Self-Assessment and as a result have been granted two further years 'Disability Confident Employer' status. The new Disability Confident Scheme is designed to replace the former 'Two-Tick' Symbol Scheme. We are now working towards advancing to 'Disability Confident Leader' status within the next 12 months. We have worked with our managers to build understanding about making reasonable adjustments and are promoting the benefits of flexible working.</p> <p>We have also established a support and interest group for staff who are dyslexic and held our first meeting in January 2018. The group is exploring the issues faced by dyslexic staff and what guidance and support can be made available to them.</p>
<p>93% of part time posts are held by women, and 43% of these posts are in bands 1 to 3.</p>	<p>We have worked with Citizens Advice to develop case studies which will help staff better understand the links between earnings and benefits and hope to provide more access to routes out of low-paid, part time work.</p>
<p>Overall, men in Medical &amp; Dental staff groups earn substantially more than women.</p>	<p>The Head of Medical Workforce is engaging with the Office of the Medical Director to identify measures to help address the causes of gaps in average earnings between male and female medical staff.</p>

# Our Strategic Equality & Human Rights Objectives

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## Progress

Our Strategic Equality and Human Rights Plan (SEP) 2016-20 seeks to ensure that equality and human rights are properly considered within the organisation and influences decision-making at all levels. They are identified in the SEP as follows:

- **1: Better health outcomes for all: to achieve better health outcomes for everyone, having regard for a person's protected characteristics.**
- **2: Improved patient access and experience: to improve access and experience for everyone, having regard for a person's protected characteristics, with a focus on dignity and respect.**
- **3: Becoming an employer of choice: to be a fair and inclusive employer and build a workforce that is equipped to meet the diverse needs of our service users and colleagues, having regard for a person's protected characteristics.**
- **4: Inclusive leadership at all levels: to provide the vision and motivation to advance equality at BCUHB and harness the energy and efforts of others to make improvements.**

## **Strategic Equality Objective 1 (Maps to BCUHB Strategic Goal 1)**

**Better health outcomes for all: to achieve better health outcomes for everyone, having regard for a person's protected characteristics.**

### **Overview of Progress**

#### **Living Healthier Staying Well (LHSW)**

Developing the LHSW strategy followed a number of key principles including the promotion of equality and human rights in everything we do. The strategy is structured around three main programmes. These are: Care Closer to Home, Care for More Serious Health Needs and Health Improvement and Health Inequalities. Health improvement and Health Inequalities focuses on the broader aspects of health improvement and prevention, and seeks to support those with the greatest health needs first. LHSW was agreed by Board March 2018 and provides a strong direction in achieving better health outcomes for all.

#### **Well North Wales Programme**

The "Well North Wales" programme takes its inspiration from programmes developed in the North West of England and in London, working with local people in small geographical areas to identify new and different opportunities for improving health by redesigning the way local services are delivered. Health inequalities are addressed on a partnership and multi-agency basis, as many of the key issues fall outside the primary domain of the NHS. In establishing the 'Well North Wales' programme, the Health Board aims to ensure that the health aspect of anti-poverty programmes, and the work around the social determinants of health, is given the prominence, co-ordination and exposure required, and positions the Health Board at the heart of local and regional health inequalities programmes.

Although the levels of inequality in North Wales are lower than for Wales as a whole, there are distinct communities where health inequalities are a real and tangible issue. Specific community-based programmes are being developed in partnership with local communities and local agencies to develop a co-ordinated approach to meeting the needs of communities where health inequalities are an issue.

'Well North Wales' is leading on a series of place-based initiatives in Penycae (Wrexham), Upper Denbigh (Denbighshire) and Llangefni (Anglesey), based on the successful model, as well as supporting initiatives led by other agencies in each of the local authority areas across North Wales. More information is contained in the latest Well North Wales Annual Report (2016/17)

## Examples of Good Practice

**Learning Disability team recognised for supporting patients in crisis.** An NHS team who support people with learning disabilities in times of crisis were given a top national award for their work. Staff from Mesen Fach Ward at Bryn y Neuadd Hospital, Llanfairfechan, were recognised by the Royal College of Psychiatrists for the exceptional support provided to people with learning disabilities across North Wales. The team became the first learning disability service in the UK to receive accreditation from the respected Royal College of Psychiatrists in 2011. Following a rigorous audit of the service and feedback from patients, carers and other healthcare professionals which resulted in a perfect 100% score across all measures, the team have been re-accredited with the Quality Network for Learning Disabilities award. Based in the beautiful surroundings of Bryn y Neuadd Hospital, Mesen Fach staff provide an assessment and treatment service for up to eight people with learning disabilities who are often admitted during a time of crisis. The team also perform outreach work to support patients once they have been discharged from the service.

**Dolgellau Health Care Assistant received top nursing award.** A Dolgellau Health Care Assistant who tackles health inequalities amongst men has received a prestigious nursing award. Steven Evans-Jones, based at Dolgellau Hospital Out Patient Department, was crowned 2017 RCN Wales Healthcare Assistant of the Year at a recent ceremony in Cardiff. The Health Care Assistant has helped to develop a range of initiatives to improve health education and reduce health inequalities in the rural area he serves, inside his hospital Out Patient Department and through building links with the wider community. He is a regular at Coleg Meirion Dwyfor Dolgellau where he holds awareness sessions with the students on issues such as testicular cancer and sexual health. Steven, who is an ambassador for the men's health charity Orchid, said he was delighted to receive the award (pictured below).





## Strategic Equality Objective 2 (Maps to BCUHB Strategic Goals 3, 4, & 5)

**Improved patient access and experience: to improve access and experience for everyone, having regard for a person's protected characteristics with a focus on dignity and respect.**

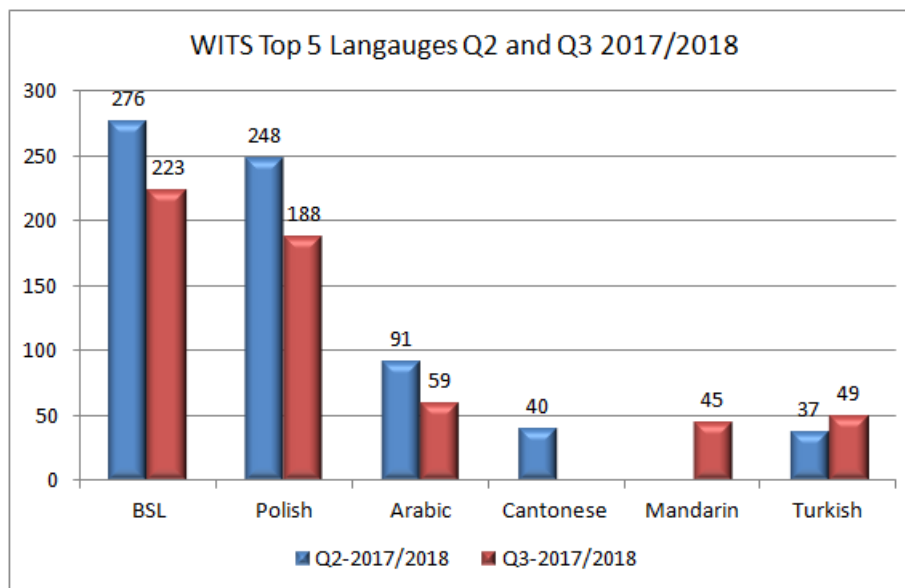
### Patient Stories and Experience

Patient stories enable the Health Board to gain an insight into the quality of services provided through the voice of the service users. We have been working with the Centre of Sign-Sight-Sound (COS) to gather the stories of Deaf and Hearing Impaired service users. As a result, we have been able to improve understanding amongst managers and staff of the needs of people with sensory impairments and access to British Sign Language (BSL) interpreter services. Improvements in these areas has enabled improved access to services for BSL users.


### Wales Interpretation and Translations Service (WITS)

From Q2-2017/2018 in partnership with WITS, BCUHB has improved the reporting arrangements underpinning this service level agreement. Therefore, at the time of writing this report it is possible to provide the following analysis of the interpretation services provided by WITS for Quarters 2 & 3 2017/2018, see tables 1 and 2 below.

**Table 1**



**Table 2**

		
Top 5 Languages	Q2-2017/2018	Q3-2017/2018
BSL	276	223
Polish	248	188
Arabic	91	59
Cantonese	40	
Mandarin		45
Turkish	37	49
<b>Total Bookings</b>	<b>926</b>	<b>782</b>
<b>Cost</b>	<b>£151,959.56</b>	<b>£75,989.21</b>

**Accessible Healthcare**

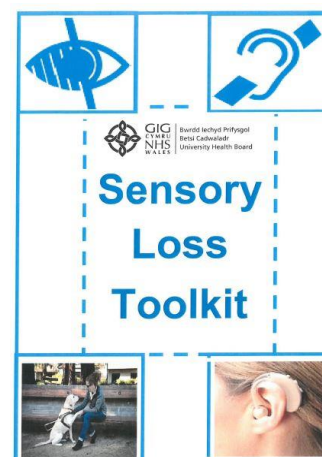
The All Wales Standards for Accessible Communication and Information for People with Sensory Loss (WG, 2013) reinforces the Health Board’s statutory duty under the Equality Act to meet the communication and information needs of people with sensory loss. The Health Board has developed and systematically audited compliance with the Standards as the basis for developing localised improvement plans and it is possible to compare compliance levels from 2016/2017 (audit cycle 1) with 2017/2018 (audit cycle 2), see the table below.

	2016/2017	2017/2018
Level of Compliance	40.16%	46.33%

In order to focus efforts on improved operational compliance for 2018/2019 a high level risk assessment has been undertaken in relation to organisational compliance, contingencies developed and some ‘easy wins’ communicated to all operational managers. Progress will be monitored by the Accessible Health Care Steering group and reported to the Quality, Safety & Experience Committee.

**Sensory Loss Toolkit**

This Toolkit is a resource pack available in all wards, outpatient departments and other treatment areas to provide staff with easy to access guidelines on best practice in responding to the needs of patients with sensory loss. It was developed in collaboration with staff, service users and voluntary organisations with specific experience of the needs of people with sensory loss, and as such is an essential tool in improving services for patients with sensory loss.



**Sensory Loss Awareness Month**

November 2017 was sensory loss awareness month and provided the focal point for the Health Board to work with voluntary organisations to raise the awareness of the needs for patients with sensory loss amongst front line staff and managers.

## **Human Rights**

We raise awareness of Human Rights within our mandatory training and we have built upon this, this year as part of our Human Rights Day campaign. Our Executive Medical Director sponsored this work and this was circulated widely, including inclusion on our Intranet site and an All Users email:

### **Let's Stand up for Equality, Justice and Human Dignity, Human Rights Day 10th December 2017**

“Human rights are not new or something extra in health care, they are about the basics we should all have to live dignified lives based on values like dignity, fairness, equality, respect and independence. They underpin many of the situations we come across in our day to day work and are at the heart of much of the law, policy and practice that we are all familiar with and work with every day. As the Health Board recognises and celebrates Human Rights day on 10<sup>th</sup> December I would like to take this opportunity to urge you to think about human rights, the policies and practices that support us in delivering person centered care and in particular, ‘protecting an individual’s rights at the end of life’. **Dr Evan Moore – Deputy Chief Executive / Executive Medical Director**

Our recently redesigned Intranet resource page on Human Rights and Health is designed to help signpost staff to relevant practical guidance which helps to translate the Act into their everyday work i.e. dementia and human rights.

## **Health Disability Sport Pathway**

The Health Disability Sport Partnership (HDSP) is a joint project between BCUHB and Disability Sport Wales (DSW). The HDSP was established in 2013 to tackle the problem of physical inactivity among disabled populations.

A pathway was co-produced that enables Healthcare Professionals (HCPs) to signpost disabled people towards physical activity (including sport) opportunities in their community. Once signposted, disabled people are supported to find the right opportunity for them through their local DSW development officer. Up-skilling sessions have been delivered to over 1,300 HCPs to date.

Over 700 disabled people have been signposted, which includes 7 young athletes who now represent Wales in their chosen sports. Participation in North Wales has increased by 22%. North Wales now have a network of 10 Health Disability Sport Leads across the Health Board, building on the partnership plan to make the pathway part of our core BCUHB practice. Work is also being undertaken to roll the partnership out across other parts of Wales.

## **New Interim Gender Identity Care Pathway**

Work has commenced on implementing the new Interim Gender Identity Care Pathway in collaboration with stakeholders following the Welsh Government's commitment to improving gender identity provision in Wales. Under the new model, a multidisciplinary service, known as the Welsh Gender Team will provide support to a network of general practitioners across Wales with a specialist interest in all areas of gender care.

## **Improving the Patient Experience for LGBT+ Service Users at BCUHB**

A group was convened this year to identify and make recommendations for improvements around the patient experience for LGBT+ service users. This involved stakeholders, staff and Celtic Pride members.

The group have worked to:

- engage with service users and staff on what they consider are barriers for LGBT+ service users
- listen and feedback to those who have given their views
- gather and examine evidence
- make recommendations
- action-plan and agree nominees to take the actions forward
- provide feedback to the parent committee.
- capture staff issues and liaise with Celtic Pride.

Research was gathered from various organisations, such as Stonewall, LGBT+ Age Cymru, Mind, Public Health Wales, Older LGBT+ Network, BCUHB Celtic Pride, Unique Transgender Network, Royal College of Nursing, UNISON and GIRES.

This has informed the development of a toolkit for use on the wards, an audit tool and guidance sheets. These have been promoted and are available on our intranet for staff to access.

Another project emerging is the production of a film for use with front-line NHS staff to improve their understanding of the issues experienced by LGBT+ service users. Big Lottery-funded 'Iris Prize' have agreed to produce a five minute film for us to use as an awareness tool across BCUHB.

## **Examples of Good Practice**

### **Health Board 'Who Am I?' Project.**

A new initiative introduced by Betsi Cadwaladr Health Board staff is using the life experiences of patients with dementia to improve the way they are cared for in hospital. The 'Who I Am' project piloted in Wrexham Maelor Hospital Heddfan Older Persons Mental Health Unit has been credited with improving the mood of patients with dementia and reducing their anxiety and agitation during their hospital stay. It has proven so successful that it is set to be introduced on Older Persons Mental Health Units across North Wales, while other Health Boards in Wales have also expressed interest in using it.

As part of the 'Who I Am' project, Heddfan Unit staff work closely with family members to collect information about a patient's past in order to gain a better understanding of what that person was like before they developed dementia. This includes information on their personality, career history, music, diet, leisure interests and what is important to them. The information is recorded on a two page document which is easily accessible to all staff and is displayed prominently on the patient's case notes to assist other health or care professionals who may become involved in their care. Staff then use this information to engage with patients and to tailor therapeutic activities based on their past experiences and interests, helping to reduce levels of anxiety and agitation. The initiative was founded and created by Lynne Morris, an Occupational Therapy Technical instructor at the Heddfan Unit.

### **New Easy Read resource for breastfeeding mothers in North Wales.**

The Betsi Cadwaladr Public Health team in collaboration with Conwy Connect and Easy Read Wales have developed a new resource to support mothers in North Wales to access information on breastfeeding. The new booklet, available to view or download from the Health Board's website provides easy and accessible information to help mothers make an informed decision about how to feed their baby and the support available if they decide to breastfeed. Inside, readers will find general breastfeeding tips and links to local support, written using the Easy Read standard including the use of Photosymbols.

### **Health Board team recognised for raising the self-esteem of patients with learning disabilities.**

A team of NHS staff who help people with learning disabilities to learn new skills and improve their self-esteem scooped a top health award. The Therapeutic Support Service Team based at Bryn y Neuadd Hospital in Llanfairfechan were named the winners of the Advancing Equality Award at the Betsi Cadwaladr Health Board Achievement Awards. The Therapeutic Support Service helps adults with learning disabilities to participate in a range of therapeutic activities which enable them to learn new skills and improve their self-esteem.

## Strategic Equality Objective 3 (Maps to BCUHB Strategic Goals 5 & 7)

**Becoming an employer of choice: to be a fair and inclusive employer and build a workforce that is equipped to meet the diverse needs of our service users and colleagues, having regard for a person's protected characteristics.**

### Stonewall Workplace Equality Index 2018

BCUHB once again took part in the annual Stonewall Workplace Equality Index (WEI) which is a benchmarking survey for employers around LGBT+ equality, this year for the first time fully inclusive of Trans measures.

We were delighted to have reached 51<sup>st</sup> place in the index out of a total of 434 organisations taking part – up 44 places from our 2017 ranking. The picture shows BCUHB staff together with Stonewall Account Manager Ffion Grundy at the Stonewall Cymru workplace conference held in February 2018.



In addition to our organisational improvements, we were proud to learn that Mental Wellbeing and Counselling Team Leader Jack Jackson had been named UK Trans Role Model of the Year. Jack, a member of the Health Board's Celtic Pride Network, has worked with the group to broaden awareness and understanding of trans issues across the organisation.

He has presented to Board members about his experiences as a Trans person, and is working with the organisation's Estates and Facilities department to examine buildings and their issues from a Trans perspective.

Jack said: "It was a real surprise to win this award, and it's a great honour to be named Stonewall's Trans Role Model of the Year.

“I’ve taken great pride in helping influence the awareness of Trans issues and hopefully making the Health Board a more inclusive place to work.”

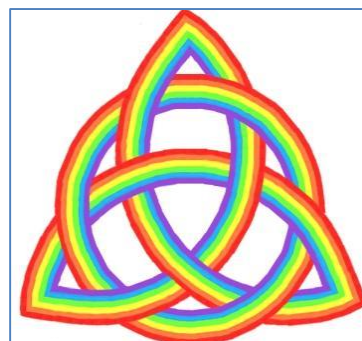
Gary Doherty, Chief Executive of Betsi Cadwaladr University Health Board said:

“We are absolutely delighted to be recognised by Stonewall as the most improved employer across the entire health and social care sector this year. Our increase of 44 places on last year is a fantastic achievement and is testament to the commitment and hard work of colleagues working towards equality for all and diversity in our workforce. We will continue to build on this to provide the most inclusive, welcoming and supportive working environment possible for everyone.”

### **Celtic Pride**

It has been an exciting year for Celtic Pride culminating in a fantastic improvement in the Stonewall Workplace Equality Index.

This has reflected the hard work that the network has undertaken to make improvements to the working lives of LGBT+ employees.



The network continues to meet on a bi-monthly basis giving staff across the Health Board more opportunities to attend the network meetings.

Celtic Pride attended Flintshire Pride in June, participating in the parade through the historic market town of Mold. In August, the Health Board was once again able to demonstrate support for the LGBT+ community by participating with other NHS organisations in Chester Pride. Our visible presence was appreciated by the many North Wales residents who attended the event.

Members of Celtic Pride have maintained positive relations with North Wales Police by attending their LGBT+ community groups and thereby reaching out to various community groups. Celtic Pride has forged links with various LGBT+ network groups in the public sector across Wales including the Ministry of Justice and ABMU Health Board.

Celtic Pride is also busy establishing links with Universities and Colleges of Higher Education in North Wales, the talent pools from which our future workforce comes. An exciting development to round off the year is that Celtic Pride has begun to work with researchers from the University of York, assisting them with their 2 year project to examine LGBT+ Staff Networks in the NHS.

Gary Doherty, our Chief Executive Officer, has continued with his support for Celtic Pride engaging with reverse mentoring by network members and by attending network meetings.

## Staff Networks

We have continued to work with our Equality Operational Group to explore networks for other groups of staff and this led to the establishment of a Women's Focus Group and a Support and Interest Group for staff with dyslexia. We will continue to support existing and emerging networks across BCUHB as we believe they play a valuable role in supporting staff and providing peer support to specific groups.

## Equality week

Equality Week 2017 took place to coincide with our annual flag-raising celebrations on the 17<sup>th</sup> May which shows the Health Boards commitment to equality of opportunity for the LGBT+ community – both service users and staff. This year, we were delighted again that representatives of both groups joined us at each of the main District General Hospital sites across North Wales as we raised the rainbow flag.



It was during this week that we held our annual Workplace Conference based around the theme of 'Wellbeing and Equality for Everyone'. The conference was attended by more than 120 managers from across the Health Board and was opened by BCUHB Chief Executive, Gary Doherty (see photograph on front cover).

## Gender Pay (see also Appendix 2)

Improving equality between men and women working for BCUHB has featured strongly in our work this year, including work mentioned elsewhere in this report in relation to:-

- Women's Focus Groups
- International Women's Day



- Development of a toolkit to help managers deal with issues related to pregnancy and maternity

We have also committed our support to the Equality and Human Rights Commission’s ‘Working Forward’ campaign. This initiative is designed to encourage employers to make the workplace the best it can be for



pregnant women and new parents and includes a number of ‘pledges’ that focus on key areas. These are summarised in the table below together with how BCUHB is responding:-

<u>Pledge</u>	<u>BCUHB Actions</u>
<b>Demonstrating leadership from the top down</b>	We have appointed a senior person to act as our “Gender Diversity Champion”. Ellen Greer, Hospital Director, Ysbyty Glan Clwyd.
<b>Ensuring confident employees</b>	We are pursuing a number of initiatives designed to help improve employee engagement and confidence including staff networks, Disability Confident and Stonewall Workplace Equality Index.
<b>Training and supporting line managers</b>	We offer a number of leadership development programmes and have developed a toolkit to provide support and resources to managers who have staff who are pregnant or on/returning from maternity leave.
<b>Offering flexible working practices</b>	We have launched a major programme of workshops designed to improve awareness of, and access to flexible working practices.

Research within the WAVE (Women Adding Value to the Economy) Project identified areas within other Health Boards where low-paid, part time staff feel restricted from applying for promotion or additional hours due to concerns that increasing hours and earnings may affect their entitlement to benefits. So we have been working with Citizens Advice to develop case study examples that demonstrate this is not always necessarily the case. We have identified a number of areas in BCUHB where there are concentrations of part time staff and have circulated the case studies to staff in these areas to help them make more informed decisions about job and progression opportunities.

### **Women’s Focus Group**

Members of our Women’s Focus Group met this year and have helped us to progress two key issues: the first was to develop a toolkit and checklist to help managers deal with issues associated with pregnancy and maternity. The toolkit can be used as a checklist to remind managers of the key topics that need to be discussed and actions taken to ensure staff who are pregnant understand

entitlements, pay issues etc. and are also encouraged to consider in advance how and when they plan to return to work following maternity leave.

The toolkit also includes links to information relating to support available to staff returning from maternity leave who wish to continue breastfeeding.

In addition to the above, members have contributed ideas to how we can best promote International Women's Day on the 8<sup>th</sup> March each year, and we are working in collaboration with partners from other public sector organisations to develop common messages for internet and social media publications.

### **Betsi Cadwaladr University Health Board (BCUHB) Step into Work**

The North Wales Skills and Employment plan recognises that the Health and Social Care Sector in North Wales faces significant skills and staffing issues in the coming years. BCUHB is developing new ways of attracting local staff to the organisation. The Step into Work programme is one such approach, and provides a systematic programme of careers support, work on increasing apprentice provision and volunteer work placements. Step into Work supports a range of people, for example, students, those who are furthest from the job market, those who are in households where no one is in employment, young people who are not in employment or training (NEETS), those in BAME (Black, Asian and Minority Ethnic) groups, those who have a learning disability and those currently claiming job seekers allowance. Step into Work supports the Welsh Government's tackling poverty agenda which has the objective of creating prosperous communities, learning communities and healthier communities.

### **Project SEARCH**



The Project SEARCH programme is a school-to-work internship for disabled students fully funded by the Welsh Government Big Lottery Fund. Ten interns commenced in Ysbyty Gwynedd in September 2017

and will spend an academic year in the hospital. The interns are supported by a full time teacher and job coach. During the year they undertake classroom instruction, career exploration, and on-the-job training and support. The goal for each student is competitive employment using the skills they have acquired at BCUHB. One intern has secured substantive full time employment in BCUHB as a medical laboratory assistant. <https://www.youtube.com/watch?v=78kjqWVGhU>

### **Careers**

The BCUHB local Careers Network harnesses organisational expertise by deploying volunteers from a range of specialties and roles to support careers events across North Wales. Events have been held across North Wales at Schools, Colleges, Universities and Job Fairs. BCUHB representatives have supported career advisor events, mock interviews, nursing talks, departmental visits, STEM events and school parent evenings as examples.



### Apprenticeships

In response to the Apprenticeship levy, and to support BCUHB in addressing recruitment challenges as well as supporting young adults into work, work is ongoing to increase apprenticeship uptake in BCUHB.

### Adult Volunteer Programme

The adult volunteer work placement programme in BCUHB incorporates initiatives from groups who are furthest away from the job market. The volunteers complete a 6 week placement at a minimum of 16 hours per week. If posts become available in the organisation, the volunteers are guaranteed interviews if they meet the essential requirements of the role. Many would ordinarily not be able to apply for posts through traditional methods, as they have large employment gaps and no references; the programme has facilitated a process that eases these difficulties so that they can be supported in to work. Thirty four people have secured posts within the organisation

### Time to Change Pledge/ Staff Mental Health Well-being



As part of the Time to Change Wales pledge and Staff Mental Wellbeing road shows the Counselling team have signed up over **200 champions** who are interested in challenging the stigma around mental health in the workplace and promoting mental wellbeing initiatives.

The purpose of the champion role is to help and support the Staff Mental Wellbeing and Counselling Team to raise awareness of support information and activities across BCUHB, promoting healthy lifestyles and positive mental health. Encouraging

colleagues to access relevant health and wellbeing opportunities, collating feedback/evaluation and statistical data, sharing best practice and staff stories of success.

### **Dyslexia Support and Interest Task and Finish Group**

In November we invited staff to get involved in a Dyslexia support and interest group in BCUHB. This invitation was also circulated to local universities that we knew had expertise in this area, and to other networks.

We were pleased that a number of people from all groups invited expressed an interest and a group convened in January to discuss what support could be developed to help dyslexic staff in the organisation. A number of key areas for action include:

- ✓ raise awareness of what Dyslexia is and what impact it can have on individuals and organisations;
- ✓ provide help and sign-posting to resources for both managers and staff;
- ✓ explore whether there is capacity to establish some sort of mentoring support programme.

### **Flexible Working**

September 2017 saw the launch of a major new 12-month training programme aimed at BCUHB Managers. In all, a total of 14 workshops have been offered and more than 350 managers have so far signed up to attend.

These workshops are designed:-

- ✓ to improve awareness and understanding of our Policy & Procedure;
- ✓ to explore some of the myths and misconceptions around flexible working;
- ✓ to identify business benefits associated with better work-life balance (including reduced sickness absence);
- ✓ to identify barriers/concerns/issues and solutions to managing Flexible Working;
- ✓ to help understand what is meant by the ACAS Code of Practice: *“handling in a reasonable manner requests to work flexibly”*

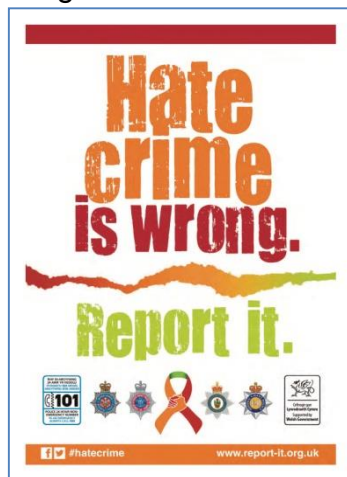
Feedback from workshops held to date has been very positive and we will continue to run workshops through to August 2018.

### **Hate Crime**

During the pilot Hate Crime drop-in service, a number of staff have indicated that they have experienced or witnessed incidents of hate related abuse, and Victim Support were on hand to offer information and advice. These incidents are predominantly patients to staff and are mostly race related.

We continue to raise awareness across BCUHB of the guidelines we have developed to help inform and support staff who are subject to race hate incidents or crimes.

BCUHB joined with other public sector organisations across North Wales in October




2017 to promote common messages for Hate Crime Awareness Week commencing on Saturday 14<sup>th</sup> October. Members of the North Wales Public Sector Equality Network (NWPSEN)

collaborate each year to develop promotional materials that we all use including press releases and social media

messages aiming to shine a light on hate crime, encourage victims to report and to deter perpetrators.

### Equality and Human Rights Training

Version: 1	 Bwrdd Iechyd Prifysgol Betsi Cadwaladr University Health Board	
<b>WP42</b>		
<b>Guidance on dealing with hate incidents / crimes against BCUHB employees</b>		
Date to be reviewed:	May 2018	No of pages: 8
Author(s):	Mike Townson David Baker	Author(s) title: Senior Equalities Manager Violence & Aggression Case Manager
Responsible dept / director:	Workforce & Organisational Development	
Approved by:	Assistant Director – Employment Strategies & Practices	
Date approved:	May 2015	
Date activated (live):	May 2015	
Date EQIA completed:	April 2015	
Documents to be read alongside this policy:	WPS: Equality, Diversity & Human Rights Policy WPSB: All Wales Dignity at Work Policy HS02: Procedure Guidance Protecting Employees From Violence and Aggression Tackling Hate Crimes and Incidents: A Framework for Action (Welsh Government) BCUHB Values and in particular "Valuing and respecting each other" All Wales Child Protection Procedures BCUHB POVA Procedures (Draft)	
Purpose of Issue/Description of current changes:	Adoption of good practice and supports the implementation of the Welsh Government Framework for Action on Tackling Hate Crimes and Incidents.	
First operational:	May 2015	
Previously reviewed:	date	date
Changes made yes/no:	Yes/no	Yes/no
PROPRIETARY INFORMATION This document contains proprietary information belonging to the Betsi Cadwaladr University Health Board. Do not produce all or any part of this document without written permission from the BCUHB.		
WP42	Version: 1	Page 1 of 8
Paper copies of this document should be kept to a minimum and checks made with the electronic version to ensure the version to hand is the most recent.		

**Table 2: Mandatory Equality & Human Rights Training Compliance**

<b>Measure:</b> Numbers (and %) of staff who have completed mandatory equality & human rights training	West Area	Central Area	East Area	Secondary Care	Mental Health and LDS
(figures shown as at 31 <sup>st</sup> March 2018)	1,389 ▲ 89 %	1,782 ▲ 83%	1,926 ▲ 84%	6,086 ▲ 82%	1,679 ▲ 87%
(31 <sup>st</sup> March 2017)	76.7%	71.9%	65.7%	69.3%	77.3%

We have made significant progress this year to improve compliance rates across BCUHB for mandatory equality and human rights training as shown in Table 2 above. The Health Board's overall compliance rate is now 82% (increased from 67% as at 31<sup>st</sup> March 2017).

The programme is based upon the All-Wales e-learning resource “Treat Me Fairly” and is also delivered in face-to-face workshop sessions that we call “Promoting Fairness”.

We have been working with colleagues from other Health Boards and the NHS Centre for Equality and Human Rights to develop a refreshed Equality and Human Rights training package for 2019.

We have also been delivering regular Equality Impact Assessment training through our 90-minute skills workshop programme aimed at all staff at Band 7 and above, in addition to providing a similar workshop within the “A Step into Management (ASiM) programme (see below).

### **A Step into Management (ASiM)**



The programme from inception, through to its current form has at its heart the development of managers, team leaders and supervisors in BCUHB and engagement with ASiM enables all who enrol to become more effective managers of staff and services. The programme continues to cater for new managers, existing managers and aspiring

managers who recognize the need to develop themselves to become more confident, competent and capable of leading their teams.

Effective Equality Impact Assessment is an essential requirement within the programme and will allow the delegates to consider the impact of Equality and Diversity when providing services to the public and serves to address the issue of health inequality.

### **Staff Survey Results Dignity and Respect**

The 5 key themes identified from the staff survey were approved by the Board in May 2017, as follows:

- Mental wellbeing – reducing stress
- Tackling violence at work
- Dignity, respect and recognition
- Involving staff in service change
- Communications

An Organisational action plan was presented to the Executive Management Group in October 2017. This plan details the key themes, expected benefits, responsibilities and progress against identified areas. In addition operational and divisional action plans have also been developed; these local action plans are being monitored as part of local divisional performance reviews.

The Corporate Equalities Team is working with the NHS Wales Staff Survey Programme Manager to help advise on how the next survey can better identify equality and human rights themes.

## Examples of Good Practice

**BCUHB staff member named trans role model of the year as Health Board listed amongst Top 100 Employers for third successive year.** Stonewall also named Jack Jackson, Team Leader for Mental Wellbeing and Counselling, as its Trans Role Model of the Year. Jack, a member of the Health Board's Celtic Pride network, has worked with the group to broaden awareness and understanding of trans issues across the organisation. He has presented to Board members about his experiences as a Trans person, and is working with the organisation's Estates and Facilities department to examine buildings and their issues from a Trans perspective.



**Health Board “Step into Work” programme helps North Wales residents gain new work opportunities.** A Holyhead mum has been given a chance to get back into work thanks to a new project run by Betsi Cadwaladr University Health Board. Joanne Hogarth said she struggled to even get an interview for jobs after spending 18 years as a full time carer for her son. But thanks to the Health Board's Step into Work programme, which supports people at a disadvantage in the job market in returning to work, Joanne has returned to the workplace as a Training Clerk at the Health Board's Workforce and Organisational Development offices in Llanfairfechan. Joanne, who was given a chance to shine through Step into Work's adult volunteer work placement programme, is now gaining new qualifications alongside her work, helping rebuild her CV. And having now worked for the Health Board for the last ten months, she has high hopes for the future after getting back into work.



## **Strategic Equality Objective 4 (Maps to BCUHB Strategic Goals 4, 5, 6 & 7)**

**Inclusive leadership at all levels: to provide the vision and motivation to advance equality at BCUHB and harness the energy and efforts of others to make improvements.**

**Our Strategic Equality Plan 2016-2020** is published on our website. This includes a joint commitment from our Chair, Chief Executive and Independent Board Member Equality Champion that states:

“As a Board, we will work to ensure that our statutory obligations to deliver the Public Sector Equality Duty are understood and discharged. We will continue to scrutinise implementation of this Strategic Equality Plan agreed by our Health Board in December 2015 and will strive to ensure that our organisation provides a fair, responsive, inclusive and accessible service for all.”

### **Strategy and Planning**

This year our focus has been to progress our approach to embedding equality and human rights considerations into the development of the Living Healthier Staying Well Strategy. An explicit commitment to advancing equality has been included from the outset within the baseline document presented to Board in March 2017. The Programme Executive Group for the Strategy has received a presentation on the statutory duties under the Equality Act 2010 and best practice approaches to equality impact assessment, and this has helped to ensure that proposals coming forward under the Strategy demonstrate due regard to equality and human rights.

We have also worked to embed equality and rights considerations within on our Three Year Plan and developed an equality and human rights logic model to help communicate what we are seeking to achieve across the organisation. The Equality Logic Model (see Appendix 3) is a graphical representation summarising the key elements of a pathway working towards 3 defined outcomes;

1. Equality and human rights of all service users are met at every point of contact
2. Equality and human rights of all staff are met at every point of employment journey
3. Legal compliance

### **Organisational Development**

A Staff Engagement Strategy was approved by the Board in August 2016. The Strategy outlines how we engage with our staff.



The Strategy is built around six key building blocks which are:

1. Develop a compelling and shared strategic direction	4. Build collective and distributed leadership
2. Adopt supportive and inclusive leadership styles	5. Give staff the tools to lead service transformation
3. Establish a culture based on integrity and Trust	6. Place staff engagement firmly on the board agenda

The Tripartite Staff Engagement Working Group (comprising Board members, Trade Union Partners and senior managers and chaired by an Independent Member) is monitoring progress against the strategy.

# Equality and Human Rights Governance at BCUHB

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The diagram in Appendix 1 illustrates the reporting structures and governance for Equality and Human Rights within BCUHB. A summary of the work of the key committees and groups during 2016/17 is provided below.

## **Equality and Human Rights Strategic Forum (E&HRSF)**

This is our overarching forum and the Group's role is to advise the Health Board in relation to the strategic direction for equality, diversity and human rights, for both employment practice and delivery of patient care.

The Forum met three times during the year (one meeting cancelled due to adverse weather) and key topics identified as "Issues of Significance" were communicated to Area, Secondary Care and Mental Health Directors following each meeting. These included:-

- ✓ Annual Equality Report 2016/17
- ✓ Working Forward Campaign and Pledge
- ✓ Supporting Employees to Continue Breastfeeding On Return from Maternity Leave
- ✓ Embedding Equality into Planning and Performance Management of the IMTP
- ✓ Living Healthier, Staying Well
- ✓ Welsh Government Delivery Framework: Advancing Equality and Good Relations
- ✓ BCUHB 3-Year Plan 2018/21
- ✓ Equality & Human Rights Logic Model

## **Equality Operational Group (EOG)**

The Equality and Human Rights Operational Leads work with the Strategic Equality Leads for their designated department to drive the local implementation of departmental equality actions arising from the Health Board's Strategic Equality Objectives and Strategic Equality Plan (SEP) . Operational leads work to support the implementation and dissemination of equality and human rights initiatives. The group met on four occasions last year, and the key agenda items were as follows:-

- ✓ Ensuring appropriate representation on the Operational Group
- ✓ Welsh Government Delivery Framework 2017/18
- ✓ Disability Confident Scheme
- ✓ Working Forward Campaign and Pledge
- ✓ Women's Focus Group and Manager's Toolkit
- ✓ Equality Week 2018
- ✓ Hate Crime Pilot

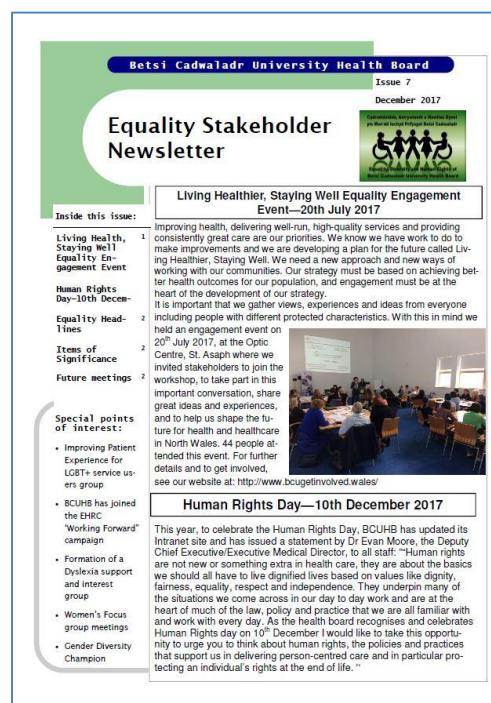
- ✓ Flexible Working Workshops for Managers
- ✓ Staff Health & Wellbeing – Obesity
- ✓ Project Search Initiative
- ✓ Improving Patient Experience for LGBT+ Service Users T&F Group

## Equality Stakeholder Group (ESG)

This Group comprises of individuals and third sector organisations who have agreed to work with us to help scrutinise and inform our on-going equality and human rights work across all protected characteristics and includes a specific focus on the barriers experienced by disabled people. Our ESG members work with us to provide expertise on an on-going basis. Group members identify key priority areas for discussion and therefore determine meeting agendas. The topics they have identified for discussion during the year from April 2017 to March 2018 have included:

- ✓ Health screening – Improving access for people from seldom-heard groups
- ✓ Primary Care – GP Clusters Update
- ✓ Living Healthier, Staying Well
- ✓ North Wales Regional Discrimination Service
- ✓ Ysbyty Gwynedd Emergency Department Development Update
- ✓ Ysbyty Glan Clwyd Redevelopment Update
- ✓ Patient Experience Feedback
- ✓ Older People's programme work
- ✓ Advance Care Plans

Every six months, we produce a short newsletter which is distributed to ESG members and helps to provide information on current BCUHB equality and human rights activities and other items of interest including future meetings and agenda items.



## Strategy & Planning Equality Scrutiny Group

This group, which comprises both internal and external stakeholders, continued to meet during 2017/18. The group was established to provide scrutiny and advice in relation to the equality impact assessments being carried out on emerging key BCUHB strategies and policies. There were four meetings during the year and the approach to EqIA in regards to following strategies and policies were considered by members:-

- ✓ BCUHB 3 year plan
- ✓ Approach to development of our strategy for healthcare in North Wales Living Healthier Staying Well (LHSW)

- ✓ Outpatients Strategy and Vision
- ✓ Development of Flint Health Care Centre
- ✓ Orthopaedics
- ✓ Hyperacute Stroke Services
- ✓ A Vision for Sustainable Eye Care in North Wales
- ✓ Primary Care Mental Health Services

### **NHS Wales Delivery Framework 2017-18**

The NHS Wales Delivery Framework measures the NHS throughout the year on the delivery of services and process that contribute towards the goals of the Public Health Outcomes Framework for Wales, and ultimately the national 'Healthier Wales' indicators of the Well-being of Future Generations (Wales) Act 2015. To strengthen this approach, a number of new delivery measures have been identified in 2017, which include equality. This reinforces how the Health Board must consider how it can positively contribute to a fairer society through advancing equality & good relations in day-to-day activities.

The Equality team at BCUHB lead this development and worked with other Health Boards and Welsh Government to develop the measures set out within the NHS Wales "Advancing Equality Delivery Framework". A qualitative report detailing evidence of advancing equality and good relations in the day to day activities of BCUHB is reported bi-annually on 31 October and 30 April. This now forms part of the organisations overarching Integrated Performance Report.

# Focus for the Future

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The Wellbeing of Future Generations Act and also the Social Services and Well-being Act will require a significant cultural and behavioural shift within the Health Board, especially in relation to the way we work with the public we serve and with our partners. In addition, both represent a significant opportunity to create the conditions in which we can improve the well-being of both current and future generations in North Wales. The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and Strategic Equality Plan are key mechanisms to support this action.

This section outlines some of the challenges we have met in relation to our equality objectives, and what we plan to do to move the agenda forward.

## Key Challenges

Whilst progress has been made over the last year, the key challenge remains to build further organisational capacity to undertake Equality Impact Assessment and better embed the principles in order to strengthen our decision making processes. This will be under-pinned by a programme of training together with enhanced scrutiny and governance.

A number of recruitment and retention initiatives have been adopted this year to increase employment opportunities for people from protected characteristic groups, and to support them during their employment. The challenge for BCUHB is to ensure the principles of these programmes are better embedded into employment practices throughout the organisation.

This section outlines what we plan to do to move the agenda forward.

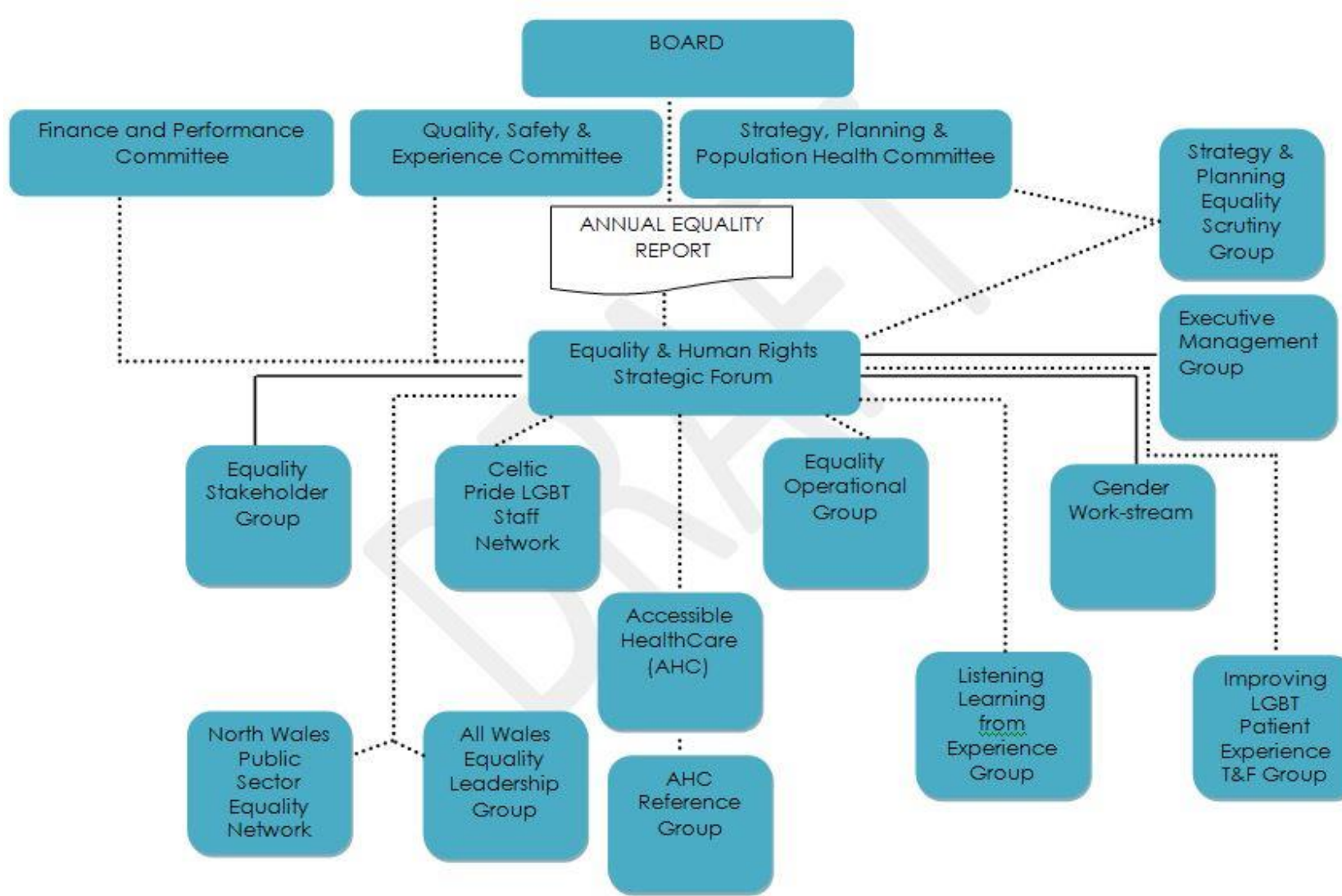
## 2018/19 Priorities for Action

Equality is at the heart of the Health Boards Living Healthier Staying Well strategy for health and health care in North Wales. It is the Health Boards' ambition to adopt a rights based approach which places human rights at the centre of our policies and practice, and the person at the centre of his or her own care. We will:-

- ✓ drive forward this message and strengthen the governance and performance management of this work as a priority;
- ✓ continue to build organisational understanding and capability in advancing equality and human rights through our training programmes;
- ✓ align to the OD agenda and promote a rights-based culture to which the strategy aspires
- ✓ provide Equality and Human Rights advice to the Transformation Groups implementing the LHSW strategy;
- ✓ strengthen scrutiny of EqIA in regards to service change driven by implementation of LHSW;

- ✓ work with Deputy Medical Director and stakeholders to prepare for and implement the interim GI pathway for NHS Wales;
- ✓ maintain ongoing public engagement through our Equality Stakeholder Group (ESG) and expand membership of the ESG to reach out to more groups;
- ✓ work to align the quality and equality agendas;
- ✓ work to increase employment opportunities for people from protected characteristic groups;
- ✓ drive forward initiatives supporting people from protected characteristic groups in work.

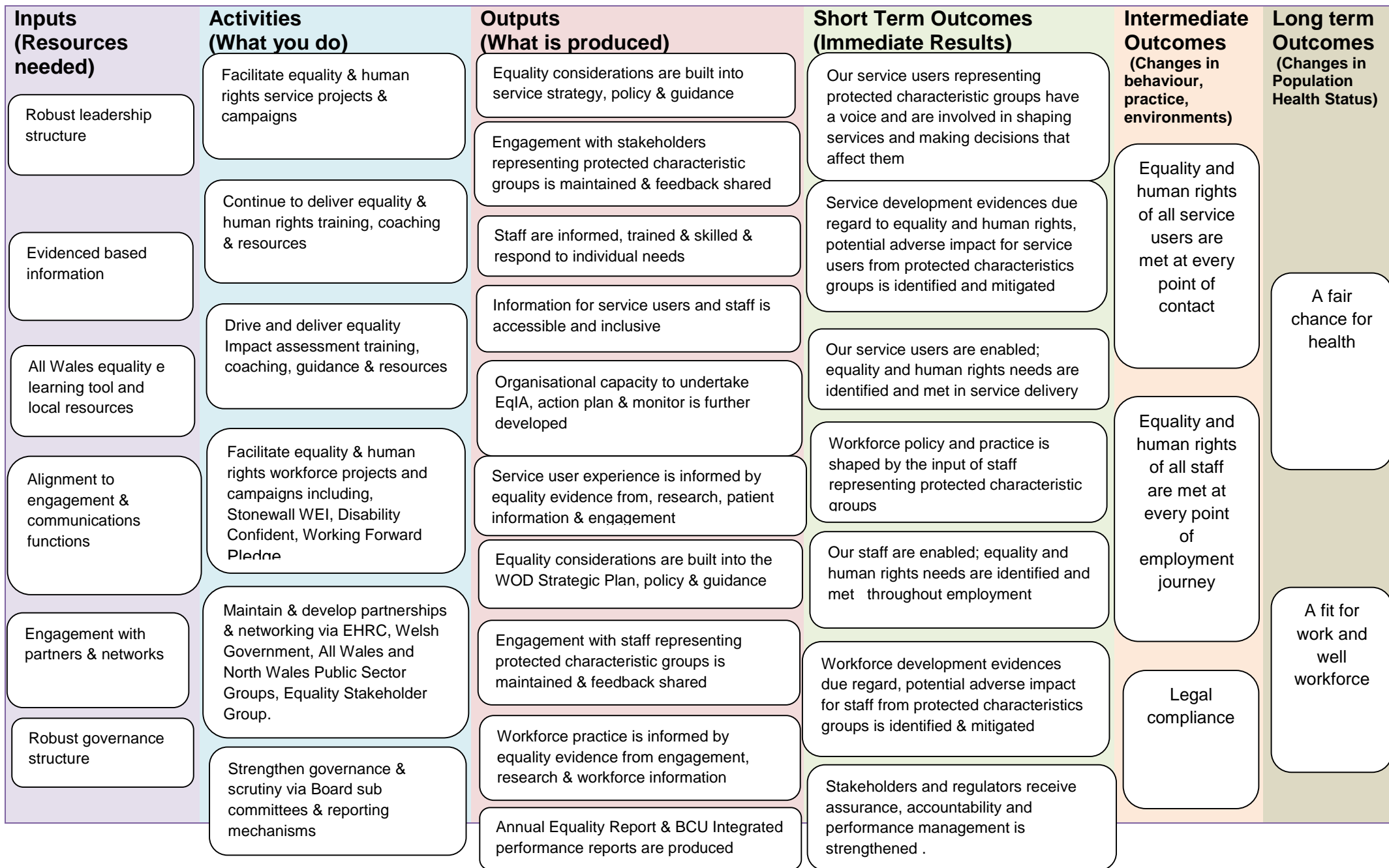
# Appendix 1: Equality & Human Rights Governance



## Appendix 2: BCUHB Gender Pay/Flexible Working Action Plan

Objective	By Who	By When	Status/Progress/ Update
<p>Improve support for women by:</p> <ul style="list-style-type: none"> <li>Running a series of focus groups and scoping a women's staff network</li> <li>Developing mentoring schemes for women</li> <li>Improving the support available for staff with caring responsibilities</li> </ul>	<p>ED&amp;HR Team</p> <p>Emplmt Practices Team</p>	<p>Dec 2016</p> <p>June 2017</p>	<p>Completed. Focus groups continue to be held and members have helped develop the Manager's Toolkit for Pregnancy &amp; Maternity.</p> <p>Members have also helped clarify requirements for staff who wish to continue to breastfeed after returning from Maternity Leave.</p>
<p>Improve awareness of, and access to, Flexible Working across BCUHB and monitor uptake by:</p> <ul style="list-style-type: none"> <li>Implementing the recommendations approved by the Equality and Human Rights Strategic Forum and the Local Partnership Forum</li> </ul>	<p>ED&amp;HR Team</p>	<p>Dec 2017</p>	<p>Workshop programme launched September 2017 when more than 350 managers signed up to attend. Programme will continue to August 2018 covering all main location across BCUHB. Feedback has been very positive.</p>
<p>Improve understanding of the factors that give rise to, and sustain gender pay gaps by:</p> <ul style="list-style-type: none"> <li>Implementing the WAVE Gender Employment &amp; Pay Analysis model</li> </ul>	<p>WfIS Team</p>	<p>Dec 2016</p>	<p>This action is now superceded by the Gender Pay Gap Reporting Regulations and reporting in ESR.</p> <p>We have also been discussing issues specific to medical staff with the Head of Medical Workforce</p>
<p>Monitor the impact of changes to Agenda for Change Terms and Conditions on Gender Pay Gaps</p>	<p>WfIS Team</p>	<p>Dec 2016</p>	<p>No update to report to date.</p>





## Appendix 4: Leadership Values



Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board

### Personal Qualities & Values

#### I will:

- Always act in accordance with and champion the organisation's values
- Always challenge bad behaviour and actively manage poor performance
- Be professional and maintain optimism in stressful situations

#### I will not:

- Act in a way which compromises the organisation's values
- Ignore bad behaviour or accept poor performance
- Lose my professionalism when in stressful situations

Personal  
Qualities &  
Values

### Leading & Developing Individuals

#### I will:

- Always act in the best interest of the patient / service user
- Consistently deliver on promises
  - Always demonstrate a can do attitude
  - Recognise and praise effort, not just achievements
  - Always encourage individuals to look for ways to improve the service

#### I will not:

- Act in a way which gives little or no consideration to the needs of patients and service users
- Over promise and under deliver
- Be in the background and demonstrate lack of ownership

Leading &  
Developing  
Individuals

## Proud to Lead

### Leading & Developing the Organisation

#### I will:

- Share stories of success that create pride in achievement
- Champion a mindset of high ambition for individuals, the team and organisation
- Lead by example, be compassionate and aspire to excellence
- Always take proactive steps to develop team members

#### I will not:

- Set unclear objectives and targets
- Tolerate mediocrity and make excuses for poor or variable performance
- Give unbalanced feedback (too much praise or too little)
- Emphasise what is going wrong rather than what is going well
- Ignore the development needs of my team

Leading &  
Developing the  
Organisation

### Leading the Way Forward

### Leading the Way Forward

#### I will:

- Look at and emphasise the opportunities when difficulties arise
- Always listen to the view of others to develop joint solutions
- Involve team members in planning and delivering service change
- Engage with staff, internal and external stakeholders and the public

#### I will not:

- Push forward my own ideas and ignore the views of others
- Exclude the team from planning service change
- Accept a culture of non-cooperation and negativity
- Fail to engage appropriately with staff internal and external stakeholders and the public

#BCUHB Proud

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