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University Health Board



Fairness, Rights and Responsibilities

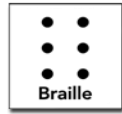
Annual Equality Report

2018 - 2019

‘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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Cover photograph:

The photograph on the front cover shows staff at Wrexham Maelor Hospital attending the raising of the rainbow flag on the 17th May 2018 to celebrate International Day Against Homophobia, Biphobia and Transphobia.

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Foreword

Welcome to Betsi Cadwaladr University Health Board's (BCUHB) Annual Equality Report covering the period April 2018 to March 2019. This report provides an opportunity to highlight the Health Board's work that contributes to a more equal North Wales and summarises the action we have taken to advance equality. We are proud of our highly regarded Equality and Human Rights service, which has received validation and recognition this year. BCUHB has become the best ranked Welsh health employer by lesbian, gay, bi and trans equality charity Stonewall in its Top 100 Employers list for 2019. We are absolutely delighted to receive this recognition which represents the hard work our Health Board has done to ensure that LGBT+ people feel welcomed, supported and are treated fairly within our organisation.

The Health Board is committed to advancing equality of opportunity and to 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. We work closely with our 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. We are pleased to see the strong commitment to promoting equality and human rights published within our long term strategy for health, Living Healthier, Staying Well (LHSW). This commitment is being translated into action within our 3 year plan through the development of plans underpinning the delivery of Health Improvement Health Inequalities, Care Closer to Home, Excellent Hospital Care, and through our Workforce and Estates Strategies.

We will continue to drive forward the equality agenda with pace, and have commenced the 4 yearly review of our Strategic Equality Objectives 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

The Equality Act 2010 protects people from discrimination because of their protected characteristics, which are: 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 listed public sector organisations 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 regulations aim to ensure that the Health Board and others carrying out 'public functions' consider how we can positively contribute to a fairer society in our day-to-day activities. More recently the Social Services and Well-being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015 were introduced and are changing the way we plan and deliver services. Going forward, we will work to maximise the opportunities presented to align the equality duties within this framework.

There is a range of activity taking place across BCUHB, to advance equality of opportunity, eliminate unlawful discrimination and foster good relations. A number of achievements from the past year are outlined in this report.

Our Purpose, Vision and Values

At BCUHB our vision is to create a healthier North Wales, that maximises opportunities for everyone to realise their full potential, and helps towards reducing health inequalities. Our purpose is to improve the health of the population which means that, over time, there will be a better quality and length of life across the whole population of North Wales.

We recognise and acknowledge the significance of the Welsh Government publication 'A Healthier Wales: Our Plan for Health and Social Care' which sets out a long-term future vision of a whole system approach to health and social care and we have developed our longer term 10 year strategy for the future: Living Healthier, Staying Well (LHSW). The Health Board's strategic priorities are further supported by our Workforce Strategy which identifies what the workforce needs to look and feel like and how it needs to operate as we strive to be a fair and inclusive employer, committed to tackling inequality.

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: <https://www.bcugetinvolved.wales/lhsw>

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 will:

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

Equality Key Achievements in 2018/19

- ✓ We have supported the implementation of the Health Board's longer term 10 year strategy 'Living Healthier, Staying Well' (LHSW) and its underpinning principle to promote equality and rights in everything we do.
- ✓ We have driven forward this message and strengthened the accountability, governance and performance management of our equality work.
- ✓ We have worked to embed equality and rights considerations within the Health Board's 3 year plan.
- ✓ We have provided equality and human rights advice to Programme Groups implementing the LHSW strategy; and strengthened scrutiny of equality impact assessment (EqIA) in regards to service change driven by the implementation of LHSW.
- ✓ We have continued to build organisational understanding and capacity in advancing equality and human rights through our training programmes.
- ✓ We have delivered mandatory equality & human rights training and increased compliance in the last 12 months to 85% across BCUHB, and training has also been delivered to 19 GP and dentist practices.
- ✓ We have worked to increase employment opportunities for people from protected characteristic groups; and driven forward initiatives supporting people from protected characteristic groups in work.
- ✓ We have increased our 'Top 100 Employer' status in the Stonewall Workplace Equality Index 2019, improving our ranking significantly to 37th overall across the UK out of 445 organisations taking part.
- ✓ We have held rainbow flag-raising ceremonies at each District General Hospital site in celebration of International Day Against Homophobia, Biphobia and Transphobia (IDAHoBiT) in May.
- ✓ We have co-produced a film with stakeholders designed to improve awareness amongst front-line staff of the issues faced by LGBT+ service users.
- ✓ We joined forces with 3rd sector organisations to hold a joint roadshow at all three main hospital sites in May 2018 as part of our Equality Week with a focus on promoting greater equality for disabled people.
- ✓ We have published our gender pay gap and developed a plan for improvement.
- ✓ We have developed a pregnancy and maternity toolkit to better support our staff and reinforced our commitment to supporting breastfeeding mothers.
- ✓ We have worked with third sector organisations providing advice and support to our staff who are EU Citizens and wish to apply to remain in the UK under the EU Settlement Scheme.
- ✓ We have maintained ongoing public engagement through our Equality Stakeholder Group (ESG) and expanded our membership.

Meeting Our Equality Duties

Engagement

Our Corporate Engagement Team lead and develop the Health Board's corporate engagement activities. Our aim in meeting the Engagement Duty is to work closely with our staff, stakeholders and partners to ensure that everyone has opportunities to engage and get involved in shaping health services in North Wales. Over the last year, a range of public and stakeholder engagement activity has continued across North Wales. Our engagement events this year have included:

- Continuing to engage with farming communities about access to health services and particularly men's health and wellbeing.
- Working with the Office of the Future Generations Commissioner and Public Health Wales to pilot a new service improvement approach called Live Lab which looks at the opportunities and challenges of having a healthy lifestyle and how we can work with families to change services to take a more preventative approach.
- Continuing to develop our approach to co-production as we work towards ensuring that people with experience of mental health issues are treated as equal partners.
- Supporting BCUHB's dementia pathway and older people's service improvement programme.
- Engaging with people with sensory loss.
- Continuing our representation at the North Wales Gypsy Traveller Forum, to improve collaborative working and access to health care for this seldom-heard community.
- Maintaining regular and sustained engagement with people representing protected characteristic groups.

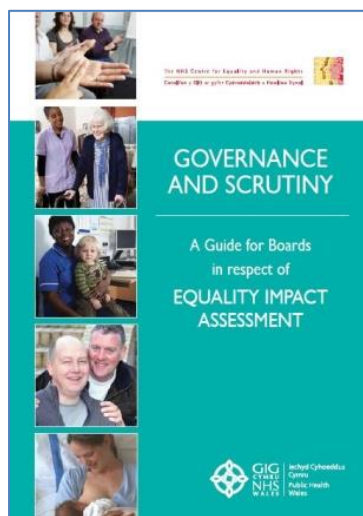
Equality Impact Assessment

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.

We work to:-

- ensure that our staff are trained to understand the principles of Equality Impact Assessment (EqIA). Work this year has focused on training key staff from service areas and programme leads responsible for informing 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.
- facilitate skills workshops for staff on carrying out EqlAs 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.

EqlA is built into our training programme for new and aspiring managers called “A Step Into Management” (ASIM), ensuring that those who are or aspire to be managers are equipped to understand the importance of applying the underpinning principles to decision-making, and policy and service development.

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, helping them consider the impact upon their work of the Public Sector Equality Duty (PSED) through closer collaboration and joint training events.

Gathering Information Relating to Our Service Users

Carers Rights and Support

Over the last 24 months, BCUHB has worked in partnership with all six local authorities to map what carers’ services we have in North Wales currently, and how we can make these better. The North Wales Carers Strategy has been developed, which has been adopted by BCUHB and all six local authorities. BCUHB is now in the early stages of implementing this strategy to ensure that we meet the needs of carers, both in our service delivery and service planning and commissioning.

The Triangle of Care approach to help identify carers and engage with them continues to develop across the Mental Health Division. We have work to do across all of our services, however we acknowledge that carers are true partners in care and we are now building in initiatives within our core services to ensure that this is sustained.

Gathering Equality Information from Patient Experience Feedback

The Patient Experience Team aims to reflect the voice of patients and service users that access BCUHB services. We deliver against our four mutually supportive goals, the 'quadruple aim' which includes improving the experience and quality of care for individuals and families by enriching the wellbeing, capability and engagement of the health and social care workforce.

We are committed to engaging with our patients and service users to 'listen and learn' from their experience as their feedback is fundamental to service improvements. Capturing the range of views demonstrates 'what we do well' and provides insight into 'areas to improve'. The overall intention is to provide many different methods for patients, their family and carers to feedback on BCUHB services.

Patient experience feedback data is collected through a number of different frameworks including: the Real-time feedback survey system; the retrospective inpatient postal survey; comments cards; patient stories; compliments; letters; 'Care to Share' via the Patient Advice and Support Service (PASS – see below); and 'Have Your Say' engagement events.

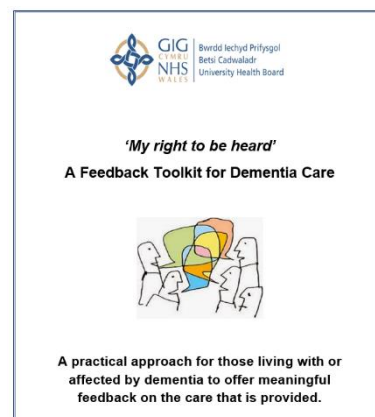
The BCUHB Patient and Service Strategy 2019-2021 does not sit in isolation but is intrinsically working in partnership with clinical divisions, corporate services and patient partners to ensure that there is a cohesive patient journey through all areas.

During the last 12 months, a new easy-read version of the BCUHB survey was developed for the Viewpoint tablet devices after working in partnership with the MHLD team to develop and launch the '*My right to be heard*' - A Feedback Toolkit for Dementia Care.

The Patient Advice and Support Service (PASS)

Patient Advice & Support Service (PASS) was piloted in the Central region in July 2017. Following its success the service will be rolled out to the East and the West from April 2019 under the slightly different name of PALS (Patient Advice and Liaison Service). The introduction of the PALS service across BCUHB regions will enhance the ability to respond to enquiries from patients, carers and relatives in real-time to seek resolution and satisfactory outcomes. Therefore providing a pathway to avert the need for formal complaints to be raised whenever possible. This will promote immediate learning and positively influence the services with the focus of promoting equality in everything we do.

The PALS team have been trained in equality and human rights and ensure that all issues raised are addressed sensitively and confidentially. The service also supports 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.



Gathering Information Relating to Our Workforce

Information relating to the equality characteristics of our workforce is held in our electronic payroll system, Electronic Staff record (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.

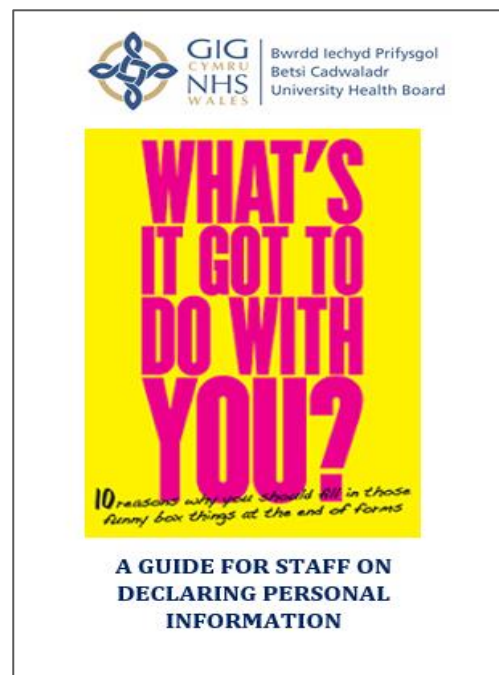
Each year we publish a range of employment and pay reports required by the Specific Equality Duties for Listed Bodies in Wales and these are available on our website at: <http://www.wales.nhs.uk/sitesplus/861/page/63948> together with a commentary on the key points of interest in the reports. The following is a summary of the key highlights in this year's published reports :-

- The number of staff under the age of 25 remains disproportionately low (3.2%) compared to 2011 Census statistics (11.1% of population of North Wales);
- There is a continuing upward trend in the number of staff aged 60 and over;
- The ratio of women and men employed remains unchanged at approximately 80%/20% and this is also reflected in the proportions of women and men applying for jobs;
- More than 50% of our female staff are employed in part time roles, and 93% of all part time posts at BCUHB are held by women.

In order to try and improve the rates of declaration by our staff of protected characteristic information, we undertook an engagement exercise this year, to understand more about why staff are sometimes reluctant to provide information about themselves, particularly information related to their protected characteristics.

We designed an information leaflet to encourage more staff to provide this information by explaining more about what the information is used for, and demonstrating some of the benefits that have emerged from the improvements in information declaration rates to date.

We will continue to monitor our declaration rates which are already amongst the best in NHS Wales.



Our Strategic Equality & Human Rights Objectives

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. The objectives are 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. This is recognised as a key underpinning principle within our plans and the responsibility of the whole organisation.

During 2018/19, we have continued to work to improve how this commitment is reflected in practice and a number of significant achievements have been made across our services during the year. We have worked closely with our priority areas to build knowledge and understanding about Equality Impact Assessment (EqIA), improving health and reducing health inequalities; care closer to home and excellent hospital care. We have also provided training and coaching to key teams and strengthened the governance of this work. EqIA has helped Programme Groups to identify and address potential inequality, including access and communication needs, leading to both improved inclusive decision-making and better outcomes and experiences for patients and staff.

Well North Wales Programme

The 'Well North Wales' programme is the Health Board's response to the health inequalities agenda, working with a wide range of stakeholders 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 generally lower than for Wales as a whole, there are distinct areas 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 people where health inequalities are an issue.

'Well North Wales' is leading on the development of a network of health and wellbeing centres in some of the most deprived areas in North Wales (Penygroes,

Bangor, Colwyn Bay, Denbigh and Shotton), as well as supporting initiatives led by other agencies in each of the local authority areas across North Wales. The programme provides co-ordination to social prescribing programmes across the region, working with both statutory and voluntary bodies. During 2018/19, Well North Wales also took the Health Board lead on tackling homelessness and food poverty.

Examples of Good Practice

Betsi Cadwaladr University Health Board launches Help Me Quit for Baby, a new stop smoking service for pregnant women

In May, there was the launch of a new stop smoking support service for pregnant women across North Wales. The Help Me Quit for Baby service, a first of its kind in Wales, provides pregnant women support to stop smoking in the comfort of their own homes. The Service has Stop Smoking Support Workers based in community midwifery teams. They offer a friendly, one-to-one, flexible service, tailored to the individual needs of women and to anyone else in their household who smokes.



LGBT teens receive tailored support to look after their mental health

Teenagers in North West Wales who identify as lesbian, gay, bisexual or transgender are being given support to deal with some of the unique challenges which can affect their mental health. Staff from Betsi Cadwaladr University Health Board's Arfon Child & Adolescent Mental Health Service (CAMHS) recently held a mental health awareness day at North West Wales' first LGBT youth club in Caernarfon. It forms part of wider multi-agency efforts to prevent mental ill health and develop resilience in children and young adults amid a steep rise in referrals to Child and Adolescent Mental Health Services (CAMHS) across the UK.



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

The Patient Experience 'Friday 'feel-good' comment of the week' was introduced to celebrate positive feedback from patients, carers, relatives and service users and is widely circulated around the Health Board.

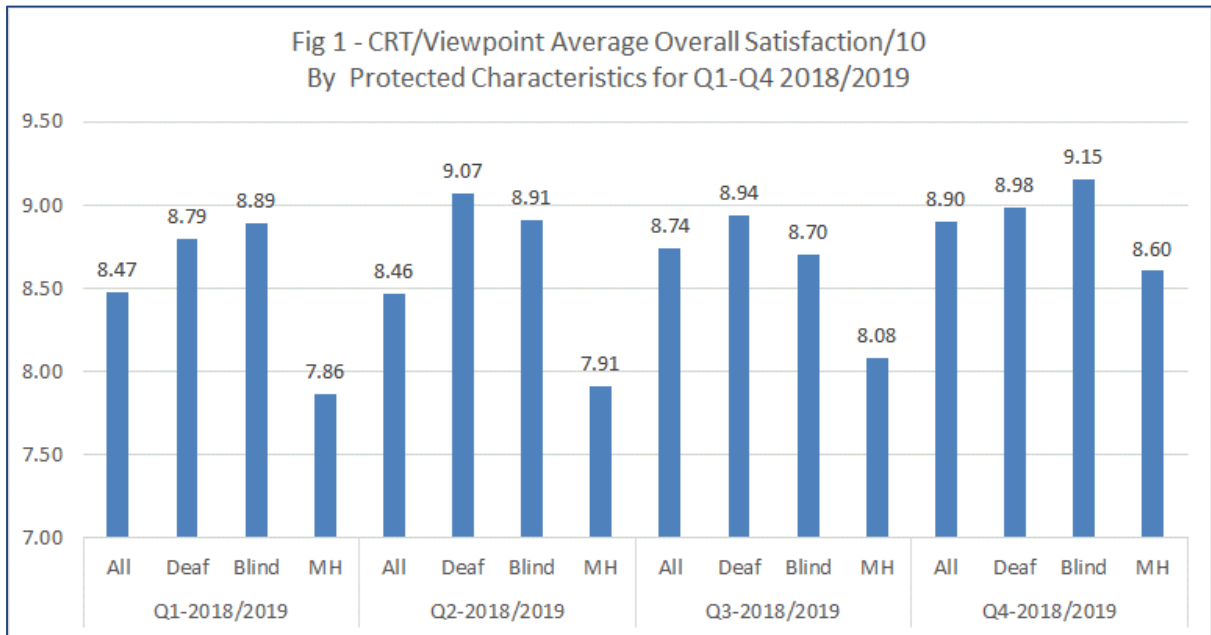
Each week, our patient experience team publish their "Friday 'feel-good' comment of the week: in November 2018, this was the comment published:

"Rainbow flags around the hospital makes me feel welcome and assures me I won't be discriminated against as a patient or relative. This may not mean much to the general public but it means the world to me. Thank you".

Patient stories enable the Health Board to gain an insight into the quality of services provided through the voice of the service users. We continue to work 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 have enabled improved access to services for BSL users.

BCUHB have been short-listed as finalists in the Action on Hearing Loss excellence awards for 2019.

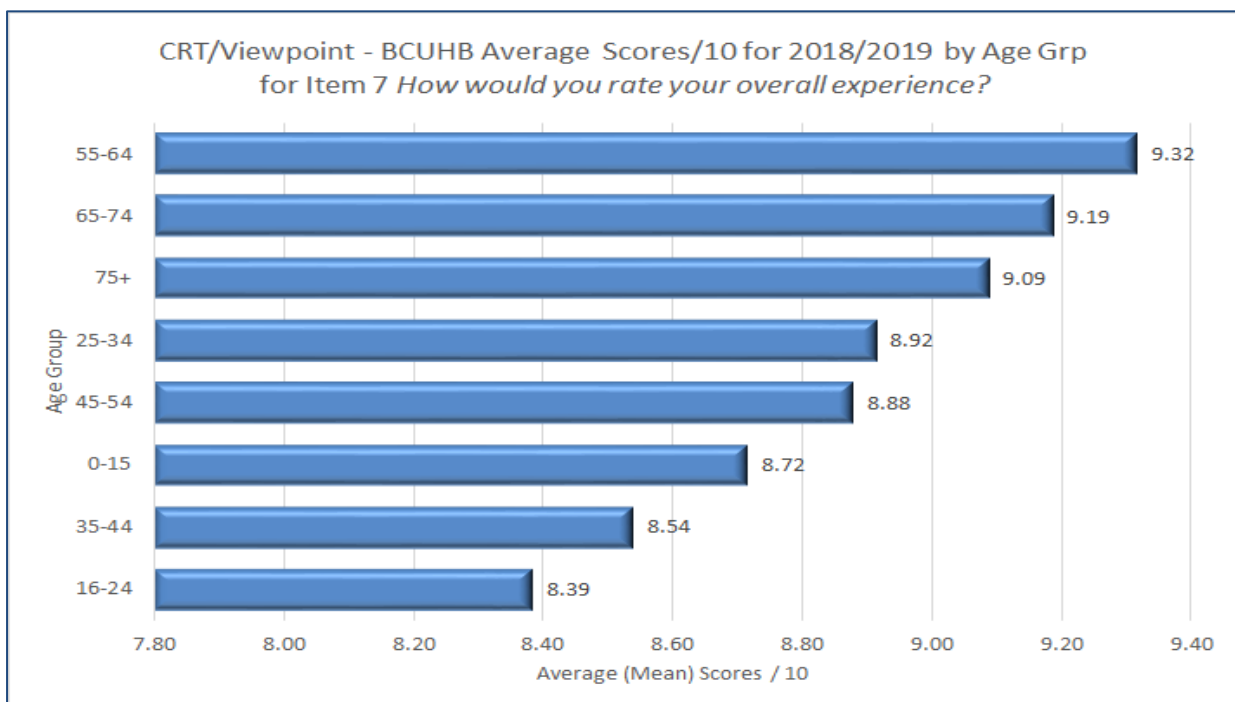
Fig 1 below clearly indicates that service users who report a sensory loss (either deaf or hearing-impaired, or blind or sight-impaired), report a higher level of overall patient satisfaction compared with other service users and those who report that they have a mental health condition. Service users who report that they have a mental health condition report the lowest level of satisfaction.



Service users who report having a sensory loss experience higher levels of satisfaction across all aspects of service user satisfaction with the exception of involvement in care. This is consistent with other feedback derived from engagement events and patients stories. This may be due to the complexity of their condition, and in relation to deaf or blind service users may indicate that staff are more aware of their needs and therefore more able to respond to these.

Feedback from CRT/Viewpoint for Q1-Q4 2018/2019 (see Fig 2 below) indicates that older service users report higher levels of satisfaction than service users in other age groups, whilst service users in the 16-24 year age group are the least satisfied.

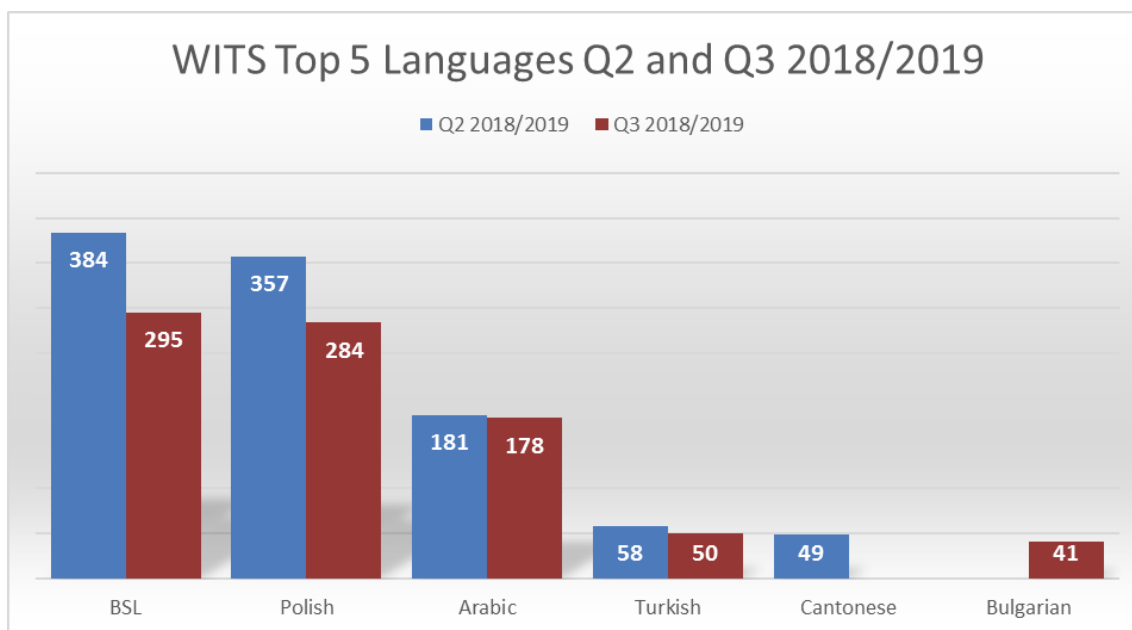
Fig 2



Wales Interpretation and Translation Service

The Wales Interpretation and Translation Service provides 24-hour interpretation and translation services to public authorities in Wales, including councils, police forces, health and social services. In January 2017, hosting responsibilities were transferred to Cardiff Council. BCUHB is an active partner on the WITS Advisory Board.

The most frequently requested languages for interpretation at BCUHB are shown below.



Top 5 Languages	Q2 2018/2019	Q3 2018/2019
BSL	384	295
Polish	357	284
Arabic	181	178
Turkish	58	50
Cantonese	49	
Bulgarian		41
Total Bookings	1334	1109
Cost	£136,491.41	£109,910.28

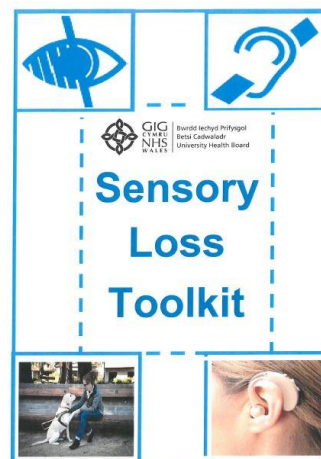
Accessible Healthcare for People with Sensory Loss

Within 2018/2019 the Patient Experience Team have engaged with a wide variety of third party, volunteer and support organisations to ensure that the voices of service users with sensory loss are listened to and acted on. We did this by visiting deaf clubs, attending vision support groups, and through supporting Sensory Loss Awareness month. Users with sensory loss face a variety of challenges in relation to access to and participation in health care, not least in terms of making appointments

and ensuing access to the interpretation required to underpin an effective consultation.

Given these potential risks, the organisational action plan agreed with Welsh Government as an integral component of the NHS Delivery Framework (WG, 2018) includes continued funding for the Accessible Health Care Scheme, which is provided by the Centre of Sign Sight & Sound (COS), to support service users with sensory loss to access health services.

Such collaborative working is a key feature of BCUHB's Patient Experience Strategy and has been invaluable in our work to improve compliance with the Accessible Information & Communication Standards (WG, 2013), and on an all Wales basis is viewed as exemplar of practice. Other key features of the action plan include; mandatory enrolment on the e-learning Sensory Loss Module (BCUHB is the first Health Board in Wales to adopt this approach), inclusion of the accessible health care standards within the ward accreditation audit tool, and the continued development of the Sensory Loss Toolkit to include a Primary Care variant.



New Interim Gender Identity Care Pathway

During 2018/19, we have continued to work to put plans in place to better meet the needs of those requiring gender identity services within North 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.

We have worked with the NHS Wales Gender Identity Partnership Group and our stakeholders to advance this commitment to make improvements to the gender identity services we offer and are identifying GPs to meet the immediate prescribing needs alongside establishing a wider North Wales GP network.

Examples of Good Practice

Ysbyty Gwynedd becomes first acute hospital in Wales to receive 'Dementia Friendly' status



Ysbyty Gwynedd is the first acute hospital in Wales to receive official recognition of working to become dementia friendly. The hospital has been recognised by the Alzheimer's Society as part of its work to recognise organisations and individuals supporting awareness around dementia. Over 300 members of staff are now 'Dementia Friends' at Ysbyty Gwynedd, which

is only the second acute hospital in the UK to receive this recognition from the Alzheimer's Society.

New breastfeeding peer support for mums in Flintshire

A new cohort of breastfeeding peer support mothers have graduated from the Health Board's training programme in Flintshire. The pioneering course is just the second of its kind in North Wales and is a collaboration between Betsi Cadwaladr University Health Board, Flintshire Flying Start and the Association of Breastfeeding Mothers. The 12 new peer supporter mums will provide support in a group setting to breastfeeding mums in Flintshire. The trained breastfeeding mentors are there to provide support, a community for them and give them the help they need to give their babies the best start in life.

New initiative to highlight the community support available to people with mental health problems

A new initiative has been launched to highlight the range of community support available to people in North Wales who are living with serious mental health problems. The aim of the Agencies Coming Together (ACT) project is to help patients on Ysbyty Gwynedd's Hergest Psychiatric Unit identify activities, groups and support organisations within their own communities which can help them to continue to look after their mental health once they are ready to go home. The collaboration between Betsi Cadwaladr University Health Board, community groups and local mental health charities is being facilitated by the North Wales mental health development agency, Unllais.



Examples of Good Practice: YGC Wayfinding Project

The Wayfinding Project at Ysbyty Glan Clwyd was set up to help everyone find their way, and make the site easier to understand and remember. To promote an inclusive approach the project was discussed at the BCUHB Equality Stakeholder Meeting in September 2018, where members provided useful feedback and advice. Additional surveys were also conducted among people using the main entrances of the hospital.



External wayfinding – one of the key proposals was to label the car parks (P1 to P6) in sequence around the Ysbyty Glan Clwyd site, supporting a simple picture of a ring of car parks around the hospital building. This included about 60 signs in total, at the road entrances and exits to the car parks, on major walkways, as well as within the car parks themselves. All signs were successfully installed by November 2018, and the approach has been well received.

Internal Wayfinding – The aim of this part of the project was to highlight ‘major routes’ It included simplifying the hospital into zones, reinforcing the different corridor routes with different colour schemes, and using repeat reminders along each journey.



The pilot scheme for this approach was implemented within the Ysbyty Glan Clwyd Redevelopment Project, and was very positively received. The scheme has now been extended.

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

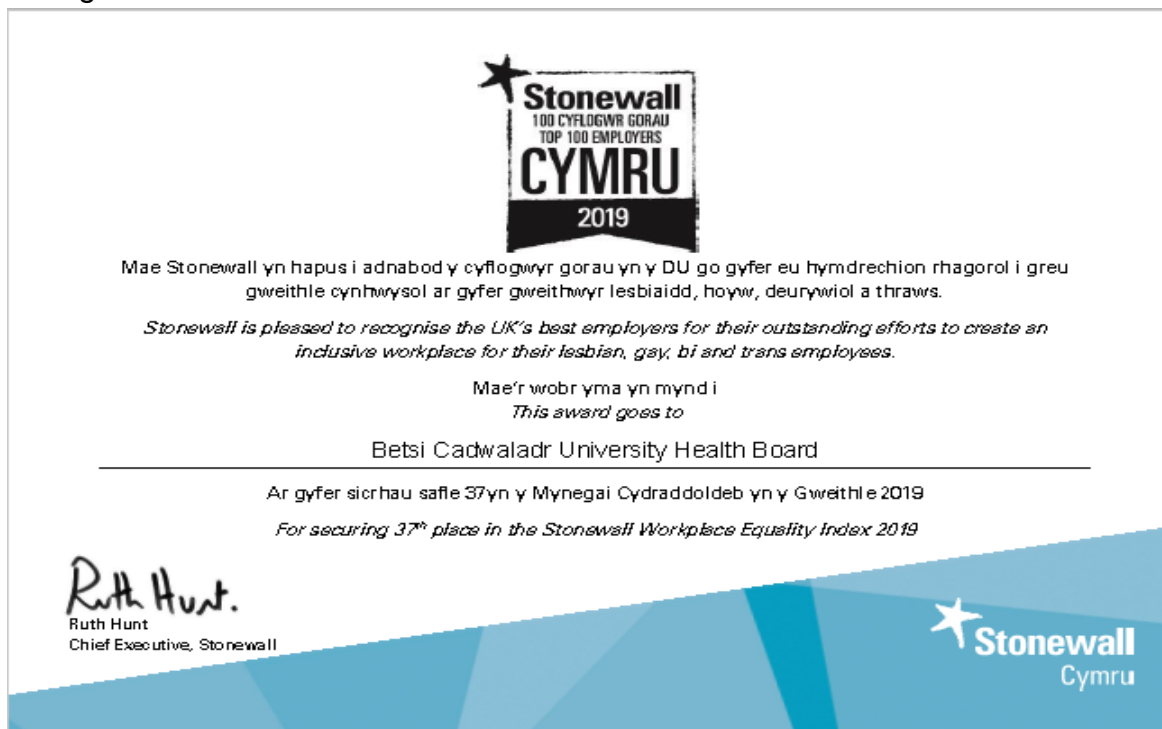
Becoming an employer of choice: to be a fair and inclusive employer and build a workforce that is equipped to meet the diverse needs of our service users and colleagues, having regard for a person's protected characteristics.

We strive to be a fair and inclusive employer and are committed to tackling inequality; a number of initiatives have been progressed this year to increase employment opportunities for people from protected characteristic groups, and to better support people during their employment.

Stonewall Workplace Equality Index 2019

BCUHB once again took part in the annual Stonewall Workplace Equality Index (WEI) which is a benchmarking survey for employers around LGBT+ equality.

We were delighted to have reached **37th place** in the index out of a total of 445 organisations taking part throughout the UK – up 14 places from our 2018 ranking making us the highest-ranked Health organisation in Wales, and second in the UK. This represents a significant improvement in our ranking over the last few years and reflects how we have used the Workplace Equality Index as a tool to improve the experiences of both staff and service users who are lesbian, gay, bisexual or transgender.



Stonewall
100 CYFLOGWYR GORAU
TOP 100 EMPLOYERS
CYMRU
2019

Mae Stonewall yn hapus i adnabod y cyflogwyr gorau yn y DU go gyfer eu hymdrechion rhagorol i greu gweithle cynhwysol ar gyfer gweithwyr lesbiaidd, hoerw, deurywiol a thraws.

Stonewall is pleased to recognise the UK's best employers for their outstanding efforts to create an inclusive workplace for their lesbian, gay, bi and trans employees.

Mae'r wobr yma yn mynd i
This award goes to

Betsi Cadwaladr University Health Board

Ar gyfer sicrhau safle 37^{yn} y Mynegai Cydraddoldeb yn y Gweithle 2019
For securing 37th place in the Stonewall Workplace Equality Index 2019

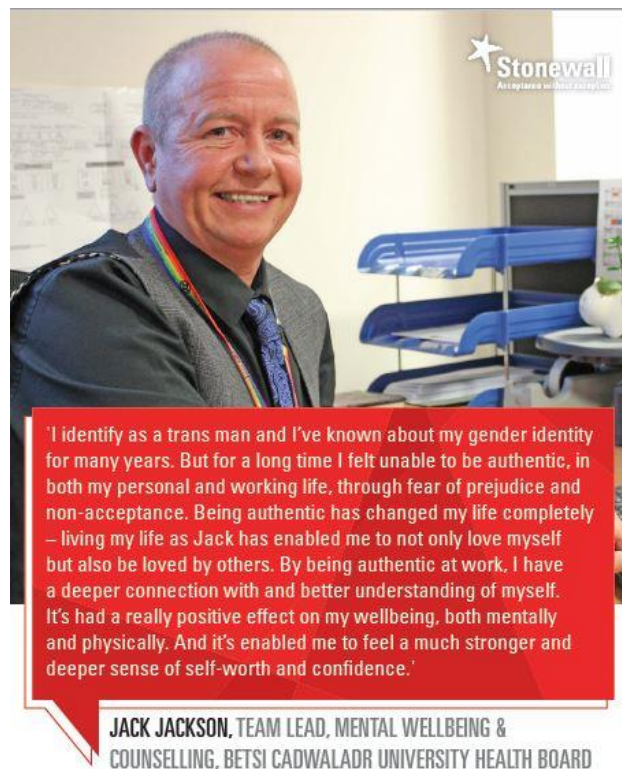
Ruth Hunt.
Ruth Hunt
Chief Executive, Stonewall

Stonewall
Cymru

This achievement was reported to, and recognised by the Quality, Safety and Experience Committee on the 22nd January 2019, and at the Health Board meeting held in public on the 24th January 2019.

Jack's Workplace Story – Stonewall's Trans Role Model of the Year 2018

Jack Jackson is the Health Board's Team Lead, Mental Wellbeing & Counselling, and Stonewall's Trans Role Model of the Year in 2018. Jack has used this platform to speak at various events across the UK, to raise awareness of the barriers faced by Trans people. He has also worked with the Executive Team at the Health Board and provides a buddy support system for staff who are transitioning. Jack's workplace story was also included on the Stonewall website and is pictured:



'I identify as a trans man and I've known about my gender identity for many years. But for a long time I felt unable to be authentic, in both my personal and working life, through fear of prejudice and non-acceptance. Being authentic has changed my life completely – living my life as Jack has enabled me to not only love myself but also be loved by others. By being authentic at work, I have a deeper connection with and better understanding of myself. It's had a really positive effect on my wellbeing, both mentally and physically. And it's enabled me to feel a much stronger and deeper sense of self-worth and confidence.'

JACK JACKSON, TEAM LEAD, MENTAL WELLBEING & COUNSELLING, BETSI CADWALADR UNIVERSITY HEALTH BOARD

LGBT Workplace Stories is a project to share the experiences of LGBT role models across different sectors, regions and walks of life. Read Jack's full story at www.stonewall.org.uk/workplace-stories

Registered in England and Wales: Stonewall Equality Ltd, 102 St. John Street, London EC1V 4JF - VAT no 942 8094 00 - Reg Charity No 1101038 (England and Wales) and 5288201 (Scotland)

Trans Flag Raising – 20th November, Transgender Day of Remembrance



On Transgender Day of Remembrance (20th November), we raised the Trans flag outside Ysbyty Glan Clwyd. We wanted to celebrate the Health Board's commitment to challenging stigma and prejudice and stand as allies with our Trans colleagues and patients, to demonstrate that we are an inclusive workplace and provide an inclusive service to all.

New Staff Training Resource – IRIS Prize Film

One of the projects emerging from our Task and Finish Group looking at the experience of LGBT+ service users, was 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' agreed to produce a five-minute film for us to use as an awareness-raising tool across BCUHB.



Filming took place during July 2018 and we are extremely grateful for the contributions of our LGBT+ stakeholders, Teresa Owen, BCUHB Director of Public Health, and members of Celtic Pride Staff Network. The film 'Health and Wellbeing for Everyone' was formally launched at a film festival held at the OPTIC Centre in St Asaph on the 27th November and was attended by a number of stakeholders. The event was jointly hosted by the Health Board and UNIQUE Transgender Network who also launched their film 'A Significant Change.'

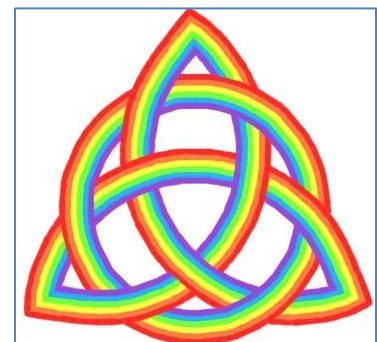


The BCUHB film has now been launched widely across the Health Board, to coincide with LGBT History Month in February 2019. The film can be accessed using the following link:-

https://youtu.be/_Ggg8onS4Y4

Celtic Pride LGBT+ Staff Network

It has been another exciting year for Celtic Pride culminating in the 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.



Members from Celtic Pride attended Chester Pride in August 2018 where they met and networked with many other organisations including the police, local authority and other health organisations.

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

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 have also maintained links with universities and colleges of higher education in North Wales, raising awareness of their work and the Health Board's commitment to inclusion with the talent pool 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.

Other Staff Networks


We 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.

This year, BCUHB's Dyslexia Support and Interest group has gone from strength to strength with its membership growing. Key objectives for the group are to raise awareness of what dyslexia is, and what impact it can have on individuals and organisations; and to provide help and sign-posting to resources for both managers and staff. The group's key achievements, in line with these objectives, are:


- ✓ The creation of a dyslexia guidance sheet for managers' and staff.
- ✓ Accessible dyslexia intranet pages on: information about dyslexia; resources for dyslexic staff; hints and tips, and information about the group and how to join.
- ✓ Expansion of library resources for dyslexic staff, in particular the purchasing of coloured computer screen filters for staff to borrow and trial.

Membership of the group includes not just members of staff who are dyslexic themselves, but also staff with an interest due to relatives and/or children who are dyslexic. We also have representatives from local universities and our own library service who have all provided invaluable support and advice in the development of our intranet site as a resource for staff with dyslexia (see screen-shot below).

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Betsi Cadwaladr University Health Board



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

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Dyslexia

These pages are being developed as a resource to provide help and support to both managers and staff.


The aim is to raise awareness about Dyslexia - what it is, how it can affect staff employed by BCUHB, and what support is available in terms of advice and resources.

Please use the buttons below to navigate to other pages and explore what we have done so far, and what we are hoping to do going forward.


What is Dyslexia?
Characteristics and signs




Resources for Dyslexic Staff
What can I do?



Hints and Tips
Practical guide



Dyslexia Support & Interest Group



With kindest acknowledgements to Mr Ashley Lowe for his help in developing the graphics you see on this page.

Last updated: 28 December 2018

We continue to explore support for, and interest in our Women's Focus Groups, and have recently launched a communication designed to explore the scope for a new support and interest group for autism.

Equality week

Equality Week 2018 took place to coincide with our annual flag-raising celebrations on the 17th May (International Day Against Homophobia, Biphobia and Transphobia). These informal ceremonies are designed to demonstrate the Health Board's commitment to equality of opportunity for the LGBT+ community – both service users and staff. This year, we were delighted that again representatives of both groups joined us at each of the main District General Hospital sites across North Wales as we raised the rainbow flag.



During Equality week (14-18th May) this year, we also staged roadshows at each of the main hospital sites. Our stalls were located just outside the hospital restaurants, and we were pleased to be joined by representatives from partner organisations such as the Centre of Sign Sight Sound, Deafblind Cymru and Bangor and Glyndwr Universities. Our presence at



such busy areas of the hospitals, meant we were able to share our key messages around Disability Confident, our Working Forward pledge, Celtic Pride, Dyslexia



Support and Interest group and discuss these directly with interested staff.

We were also delighted to be joined by a number of our internal and external stakeholders, the BCUHB Patient Experience Team and local Councillors.

Gender

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

We also formed a Gender Pay Reporting Task & Finish Group with two key objectives. These were to:-

- (a) Make the necessary arrangements for gender pay gap reporting from 31st March 2019 onwards in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017; and
- (b) Develop a plan for improvement based on the 2019 gender pay report.

BCUHB worked in collaboration with colleagues from other health boards across Wales to recognise the advantages of aligning our gender pay reporting to new regulations introduced in the rest of the UK in 2017. The gender pay gap report attached as Appendix 2 has been published this year.

A number of themes have emerged from the report which will be aligned to the BCUHB Workforce Strategy and Key Priorities for 2019/22:-

1. **Work-life balance**
2. **Networks and Support Mechanisms**
3. **Organisational Development and Training**
4. **Recruitment, Retention and Progression**

BCUHB remains committed to supporting 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>
Demonstrating leadership from the top down	We have appointed a senior person to act as our "Gender Diversity Champion".
Ensuring confident employees	We are pursuing a number of initiatives designed to help improve employee engagement and confidence including staff networks, and the wide publication of 'Conversation Guides' developed by the Equality & Human Rights Commission.
Training and supporting line managers	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.
Offering flexible working practices	We have completed a major programme of workshops for managers designed to improve awareness of, and access to flexible working arrangements.

Following concerns raised by staff about the availability of breastfeeding facilities for staff returning from maternity leave who wished to continue breastfeeding, a task and finish group was established to work in partnership, to identify suitable accommodation at each of the three main hospital sites in North Wales. This work was completed by October 2018 and a report containing a number of

recommendations was subsequently endorsed by the Local Partnersahip Forum and Executive Management Group for implementation by Hospital Management Teams.

Awareness Raising Events

Throughout the year, we promote and raise awareness of various international days and annual events, including: LGBT+ History Month; International Women's Day; International Day for the Elimination of Racial Discrimination; BCUHB Equality, Diversity and Human Rights week; International Day Against Homophobia, Biphobia and Transphobia; Gypsy/Roma/Traveller History Month; Bi-visibility Day; Black History Month; International Day of Older Persons; Hate Crime Awareness Week; Transgender Day of Remembrance; International Day of Disabled Persons; Human Rights Day.

On 3rd December, International Day of Persons with Disabilities, Independent Board Member Equality Champion Jackie Hughes's message to staff was, *'recognising the International Day of persons with Disabilities gives us the opportunity to raise awareness and promote the rights and perspectives of persons with disabilities across the world, within the UK and Wales. At BCU HB the Disability Confident Scheme helps us think differently about disability at work and sends a positive message to our employees, patients and stakeholders about our organisations commitment.'*

During this February's LGBT+ History Month, BCUHB's Executive Director of Workforce and Organisational Development, Sue Green, said, *"This February, we are celebrating the start of LGBT History month, an annual event which aims to increase the visibility of LGBT+ people's lives, history and experiences in our communities. This year's theme is peace, reconciliation and activism and this event provides us with the opportunity to reflect and reaffirm BCUHB's commitment to celebrating diversity and tackling inequalities. We're pleased with the progress BCUHB is making in implementing the new Gender Identity Pathway in North Wales and also delighted, for the fourth year running, to be named amongst Stonewall's Top 100 Employers, this year ranking higher than ever at 37th for the whole of the UK."*

For the International Women's Day on 8th March, we asked women of BCUHB to share their stories and provided links and information about local events.

Human Rights

Raising awareness of Human Rights remains one of the key objectives in our mandatory training for all staff and again, this year, we have built upon this, as part of our Human Rights Day campaign. 2018 being the 70th anniversary of the United Nation's Universal Declaration of Human Rights, we highlighted this through our mandatory training days and raised awareness, celebrated with particular support from our Chief Executive, Gary Doherty, who circulated a message on our intranet pages and an All Users email saying:

"All human beings are born free and equal in dignity and rights, this simple yet radical idea is enshrined in the Universal Declaration of Human Rights. This 70th anniversary gives us the opportunity to highlight and reaffirm the importance of human rights principles and standards worldwide. Human rights represent all the things that are important to us as human beings, such as being able to choose how to live our life and being treated with dignity and respect. We celebrate the Declaration, it empowers us all to stand up for our own human rights and those of others."

'Women of Wales' event

In June 2018, BCHUB joined the Women of Wales Event hosted by the National Assembly in North Wales to celebrate women's representation in Wales. The National Assembly for Wales' Deputy Presiding Officer, Ann Jones AM, Hannah Blythyn AM and Cerys Furlong, Chief Executive, Chwarae Teg hosted the event and discussed their roles as prominent women in public life in Wales, the barriers they have faced during their careers, and how they overcame these to reach where they are today.



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. BCHUB 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 Governments 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 spent 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. 70% of cohort one have secured posts. There are some positive outcomes from the project both for the interns and the staff at BCUHB who are really enjoying supporting the interns through their learning journey.

<https://www.youtube.com/watch?v=78kkgWVGgHU>

The second cohort commenced in September 2018 and the interns are all progressing well.

Read Caio Jones and Sarah Jayne Mawdsley's stories in the Welsh Government's Inclusive Apprenticeships - Disability Action Plan for Apprenticeships 2018-21 by going to:



Caio Jones

<https://beta.gov.wales/sites/default/files/publications/2018-11/inclusive-apprenticeships-disability-action-plan-for-apprenticeships-2018-21-1.pdf>



(Left to right) Aled Wyn Williams, Dispensary Manager and Sarah Jayne Mawdsley

Apprenticeships

Apprenticeship pathways form an important part of our recruitment strategy. We recognise that providing opportunities for young people in the local community will have a positive impact on the organisation and the population that we serve. We continue to work to raise apprenticeship numbers and are continually improving processes to achieve this objective.

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.

Adult Volunteer Programme

As the largest employer in North Wales we recognise our responsibility to look outward and support local people into employment. Unemployment is shown to increase rates of sickness, disability and mental health problems, and to decrease life expectancy. The improvements in health that result from returning to work can reverse the negative health effects of unemployment. 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. 85 people have secured roles within BCUHB since completing the programme and 157 have secured work external to the organisation.

Staff Mental Health Well-being



We have implemented a number of new or updated initiatives this year at BCUHB in support of our 'Time to Change Wales' pledge. This has included continued recruitment of staff mental wellbeing champions, and we have offered mental health first aid training for the champions to share skills and support.

The purpose of the champion role is to help and support the Mental Wellbeing and Staff Counselling team to raise awareness of mental wellbeing support information and activities across BCUHB, promoting healthy lifestyles and positive mental health. Mental Wellbeing Champions will know their work areas and colleagues so will be best placed to know what will work best in their working environment and can target resources that best fit their localities.

A number of Mental Health Practitioner/ Occupational Therapy Team Leads have also been appointed in Occupational Health to work alongside and support staff mental wellbeing.

We have introduced new systems of access to counselling service for staff and mental wellbeing and updated our Staff Mental Health Wellbeing and Stress Management Procedure to raise awareness around the protocol. We have also created self-harm and suicide guidelines to help Occupational Health staff when supporting staff accessing the OH department.

BCUHB is involved in the "Health and Wellbeing NHS Wales Network" looking at All Wales Health and Mental Wellbeing with representatives from other trusts and health boards across Wales.

Staff from the mental wellbeing and counselling team have delivered a workshop as part of the 'A Step Into Management' (ASiM) programme throughout the year, and have provided bespoke training to teams around mental wellbeing, managing stress, managing change and mindfulness, mental health "self care", and working with trauma including PTSD (Post-Traumatic Stress Disorder).

Another development has been a task and finish group formed of colleagues from across a variety of disciplines to enable collaborative working and shared skills/ experience exploring critical incident debriefs and protocol across BCUHB. We have been looking at developing a strategy for responses and mental health support for staff pre/ during and after incidents.

Our staff who come from BAME backgrounds and from EU countries

Statistically, the proportions of staff working for BCUHB who come from Black, Asian and Minority Ethnic backgrounds is higher than the percentages who live within the communities of North Wales. However, the greater majority of these staff work within the medical and dental staff group: so this means that the proportions who work within other staff groups is statistically under-representative.

We also know from reports logged in our DATIX incident reporting system, that by far the greatest proportion of equality-related incidents reported each year relate to incidents of racial abuse of staff by patients. This led to the development of a set of guidelines designed to support staff who are subject to race hate crimes or incidents. We continue to monitor any trends and develop strategies to encourage staff to report all such incidents through regular discussion at the Equality and Human Rights Operational Group.


We are closely monitoring the numbers of staff from EU countries working for the Health Board, and have worked with third sector organisations providing advice and support to our staff who are EU Citizens and wish to apply to remain in the UK under the EU Settlement Scheme.

Hate Crime

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 2018 to promote common messages for Hate Crime Awareness Week commencing on

Saturday 13th 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.

Version:	 Bwrdd Iechyd Prifysgol Betsi Cadwaladr University Health Board				
WP42					
Guidance on dealing with hate incidents / crimes against BCUHB employees					
Date to be reviewed:	May 2018	No of pages:	5		
Author(s):	Mike Townson	Author(s) title:	Senior Equalities Manager		
	David Baker		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 WPS: 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	date	date	date
Changes made yes/no:	Yes/no	Yes/no	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 SCUHB.					
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.					

Re-launch of the “No Bystanders” pledge

In July, we invited people to "sign the pledge" to help to challenge all forms of bullying, harassment and unacceptable behaviour, particularly where it is directly linked to one of the protected characteristics (age, disability, sex, religion, race, sexual orientation, gender identity, marital status or pregnancy/maternity).



BCUHB Chief Executive is pictured signing the "No Bystanders" pledge reinforcing the Health Board's zero tolerance approach to hate crime or bullying and harassment, whatever the reason.

Examples of Good Practice



Star NHS Matron wins health excellence award

A 'star' NHS Matron who goes 'above and beyond' to support people with learning disabilities has won a surprise award. Joanne Carribine was presented with a Seren Betsi Star Award by Betsi Cadwaladr University Health Board's Chief Executive, Gary Doherty, during a surprise visit to her team's base in Caernarfon. She was nominated for the NHS staff award by her health and local authority colleagues in the Gwynedd Community Learning Disability Team, who describe her as a 'real star' and a 'shining light'. Joanne, who has worked in the NHS for over 30 years, has been recognised

for her willingness to go 'above and beyond' the call of duty on a daily basis to deliver the very best care to adults with a learning disability.

Equality Team wins the Health Board's Staff Achievement: Advancing Equality Award

In November, the Equality Team were delighted to win the Advancing Equality Award in recognition of key projects and initiatives that they have driven forward this year to improve the experiences of both patients and staff.



The team are pictured here, receiving their award, with the Health Board Chairman and Chief Executive.

Equality and Human Rights Training

Table 1: Mandatory Equality & Human Rights Training Compliance

Measure: 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 st March 2019)	▶ 89%	▲ 90 %	▲ 88%	▲ 83%	▲ 88%
(31 st March 2018)	89%	83%	84%	82%	87%

We have again this year made progress in improving 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 85% (as at 31st March 2019). 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”.

This year we have expanded the training to offer the same sessions to both managed and independent GP practices across North Wales. We have visited 19 practices, and the training has been very well received. We have also 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, and this is due to be rolled out to all staff requiring refresher training from June 2019 onwards. We have also been delivering regular Equality Impact Assessment training through our 90-minute skills workshop programme.

A Step into Management (ASiM)



The ASiM 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

enables the delegates to consider the impact of equality and diversity when delivering services to the public and helps to address the issues around health inequality.

Examples of Good Practice

Health Board Celebrates Stonewall LGBT+ success

Betsi Cadwaladr University Health Board have become the best ranked Welsh health employer by lesbian, gay, bi and trans equality charity Stonewall in its Top 100 Employers list for 2019.



The Health Board was the only Welsh health organisation to make the latest Stonewall list and achieved its highest ever ranking, jumping 14 places from 51st place in 2018 to 37th place for 2019. This year's Top 100 was the largest ever with 445 employers from across different sectors, vying for a coveted spot in the list.

New mental health support available to NHS staff

Betsi Cadwaladr Health Board marked Mental Health Awareness Week (May 14-20) by raising awareness of the mental health support available to its 16,500 staff. The Health Board's Staff Mental Wellbeing & Counselling Team held a series of awareness raising roadshows in hospitals across North Wales which focused on the theme of stress. Last year the Health Board signed the 'Time to Change Wales' organisational charter and produced an action plan detailing how it planned to tackle stigma and better support staff who are struggling with their mental health. Since then, BCUHB has introduced a number of initiatives including a network of over 200 mental wellbeing champions who are helping to challenge the stigma associated with mental health and encouraging open discussions about the topic with colleagues.



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.”

We have commenced a review of our Strategic Equality and Human Rights Plan and our equality objectives during early 2019, in line with our Statutory Duty to review our equality objectives at least every four years. This must be carried out by demonstrating due regard to relevant information held by BCUHB and to any other information that the Health Board considers would be likely to help in the review. This will now include closer alignment with our priorities under the Well-being of Future Generations (Wales) Act 2015 the Social Services and Well-being (Wales) Act 2014, to advance equality in a more integrated way as we move forward.

Organisational Development

Key to this is developing our leaders, at all levels, to practice compassionate leadership, living the values of the organisation and exhibiting the expected behaviours consistently and authentically.

In relation to leadership initiatives, we are working on a couple of key areas to promote better awareness of a rights-based culture:

- The rollout of senior leadership master classes that are structured to include a mix of speakers from different gender and cultural backgrounds and including topic areas for exploration such as compassionate and inclusive leadership; unconscious bias in leadership; exploring asset-based community development and showcasing leadership expertise from women in senior leadership and academic positions. We are currently planning for 2020 and will be continuing to promote equality and inclusion.
- The launch and delivery of a new senior leadership development programme - Leading for Transformation - which includes a focus on developing a compassionate and inclusive leadership style in the context of supporting a right-based culture in BCUHB and delivering on the sustainable development

commitments of Living Healthier, Staying Well and supporting Welsh Government legislation.

Staff Engagement

A wide range of initiatives established within the Health Board to promote and further embed staff engagement have had a positive impact on culture according to the 2018 Staff Survey data (further info below).

The initiatives include the monthly Seren Betsi recognition award; developing Listening Leads to improve 2-way communication; using the 3D model as a listening methodology; and establishing 'Proud of' groups to celebrate success and share best practice.



As a next step of integrating and strengthening the connections, the 'ByddwchYnFalch/BeProud' cultural diagnostic tool will soon be launched with the aim of using both an organisational and team

level diagnostic to identify and improve engagement behaviours. The 26-week programme facilitates the measurement of engagement levels within teams, enabling them to identify their own local improvements. Teams are supported with a full toolkit to enable them to systematically address and improve engagement levels.

2018 NHS Staff Survey Results

The Health Board achieved the highest response rate across comparable health boards in Wales, receiving feedback from 5276 staff (31%) which was slightly above the All NHS Wales response rate of 29%.

Significant improvements in scores were received across a number of categories including: values, line management support, resources, communication and learning and development. However, there are still improvements to be made, with the following 3 key themes identified as improvement areas:

- Reducing Stress
- Bullying and Harassment
- Executive team engagement

An overarching Organisational Improvement Plan has been developed following a number of engagement events held with staff. This plan details the key themes, target improvement measures and expected benefits/outcomes.

Two of the questions under the 'Diversity – Rated Results' section were reported as follows:-

- 81% of people who responded said that they felt the people they work with treat them with respect; and
- 63% of people who responded said that they feel comfortable challenging disrespectful behaviour in their team.

Equality and Human Rights Governance at BCUHB

Strengthening organisational design and improvement

This year we have been working to strengthen the framework at BCUHB for further embedding organisational design and improvement based on the principles of equality and human rights, necessary to deliver the LHSW strategy. We have:

- ✓ Strengthened organisational-wide representation on both the Equality and Human Rights Strategic Forum and Operational Group. This has meant identifying key senior decision-makers and service leads to attend as equality advocates, to improve both vertical and horizontal communication and accountability.
- ✓ Raised awareness of the requirement to embed the Welsh Government Advancing Equality and Human Rights delivery framework requirements within core business processes. We have clarified accountability and identified senior leads to analyse key processes within their area of responsibility, structures and systems to ensure that an equality perspective is integrated into relevant activities including: service planning, transformation activity, performance management, governance, quality and safety, and workforce.
- ✓ Strengthened scrutiny to ensure that plans/proposals coming forward under the LHSW Strategy demonstrate due regard to equality and human rights by promoting the equality impact assessment process as a framework to help to ensure that any potential for disadvantage or discrimination is identified and addressed.
- ✓ Raised awareness to optimising opportunities to promote equality and human rights considerations with health board partners.

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 2017/18 is provided below.

Equality and Human Rights Strategic Forum (E&HRSF)

The role of the Forum is to advise the Health Board in relation to the strategic direction for equality, diversity and human rights, for both employment practice, population health improvement, and delivery of patient care.

The Forum met regularly during the year, chaired by our Executive Director of Workforce. Key topics included on meeting agendas included:-

- ✓ Annual Equality Report 2017/18

- ✓ Welsh Government Delivery Framework: Advancing Equality and Good Relations
- ✓ Organisational design and improvement based on the principles of Equality & Human Rights to deliver our 10-year Strategy, Living Healthier, Staying Well
- ✓ “Is Wales Fairer? 2018” Equality & Human Rights Commission Research Report presented by the Head of EHRC Wales
- ✓ Health Inequality and Improvement Transformation Group
- ✓ Gender Pay Reporting
- ✓ Working Forward Campaign and Pledge
- ✓ Supporting employees to continue breastfeeding on return from maternity leave
- ✓ Embedding equality considerations into planning and performance management
- ✓ BCUHB 3-Year Plan 2018/21
- ✓ A focus on delivering the equality duties within PMO activity including systems and processes for EqIA
- ✓ Equality and Human Rights Commission Research report -The lived experiences of access to healthcare for people seeking and refused asylum
- ✓ Review and revision Strategic Equality Plan (SEP) 2020

Equality Operational Group (EOG)

The Equality and Human Rights Operational Leads work with their designated area or hospital team to drive the local implementation of departmental equality actions arising from the Health Board’s Strategic Equality Objectives and Strategic Equality & Human Rights Plan 2016/20 (SEP). Operational leads work to support the implementation and dissemination of equality and human rights initiatives. The group re-convened towards the end of 2018, following some restructuring to reflect the changes in membership of the Strategic Equality & Human Rights Forum. Key agenda items included:-

- ✓ Welsh Government Delivery Framework 2018/19
- ✓ “Is Wales Fairer? 2018” – Equality & Human Rights Commission Research Report
- ✓ Integrated Medium Term Plan (IMTP) to reflect ‘Is Wales Fairer’ 2018 and ensure proposals coming forward under Living Healthier, Staying Well are aligned
- ✓ Building equality considerations into BCU HB commissioning process
- ✓ Annual Equality Report 2018/19
- ✓ Equality & Human Rights training – refresher training 2019 and beyond
- ✓ Staff networks
- ✓ Working Forward Campaign and Pledge
- ✓ Women’s Focus Group and Manager’s Toolkit
- ✓ Equality Week 2018

- ✓ Equality and Human Rights Commission Research report -The lived experiences of access to healthcare for people seeking and refused asylum
- ✓ Equality Impact Assessment update

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 2018 to March 2019 have included:

- ✓ Gathering patient information
- ✓ Organisational development and organisational culture
- ✓ Public Health Wales consultation on draft new bowel screening kit
- ✓ Wayfinding at Ysbyty Glan Clwyd
- ✓ North Wales Integrated Autism Service
- ✓ Discharge planning for patients with complex needs
- ✓ Regional Carers Strategy
- ✓ The Social Model of Disability
- ✓ Review of Strategic Equality Plan
- ✓ Iris Prize Film



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 2018/19, and new members were welcomed to replace those who had changed roles or left the organisation.

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
- ✓ BCUHB Mental Health Strategy
- ✓ BCUHB Help-Me-Quit-For-Baby Service
- ✓ Living Healthier, Staying Well – Delivering the Duties
- ✓ North Wales Learning Disability Strategy 2018 to 2023
- ✓ Care Closer to Home
- ✓ Workforce & Organisational Development Strategy

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 were 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.

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

The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, revised Strategic Equality Plan 2020-24, the Wellbeing of Future Generations Act 2015 and also the Social Services and Well-being Act 2014 all represent a significant opportunity to create the conditions in which we can improve the well-being of both current and future generations and advance equality in North Wales.

This section outlines the challenges we have met in relation to our equality objectives.

Key Challenges

Very good progress has been made over the last year in mainstreaming the equality agenda at BCUHB. However, the key challenge remains to increase organisational capacity to undertake and scrutinise Equality Impact Assessment (EqIA) in order to further strengthen our decision making processes.

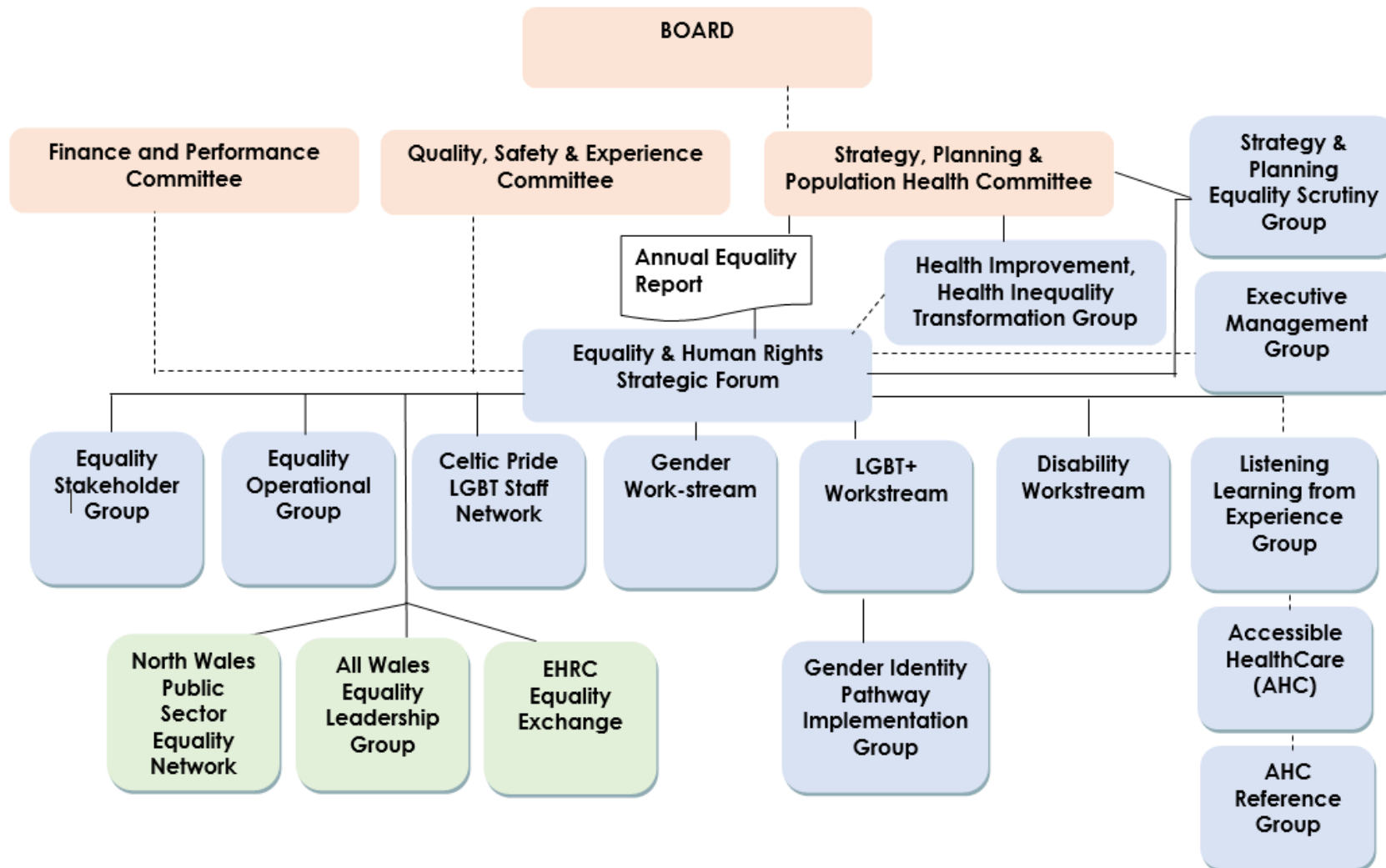
This section outlines what we plan to do to move the agenda forward.

2019/20 Priorities for Action

The Health Board's strategic priorities set out in LHSW are also supported by our Workforce Strategy which identifies what the workforce needs to look and feel like, and how it needs to operate to deliver the right outcomes for the people of North Wales. Equality is at the heart of this work, this year we will:-

- ✓ Develop a revised Strategic Equality Plan for 2020-2024 in accordance with our duties under the Equality Act 2010.
- ✓ Engage with people with protected characteristics and other interested stakeholders to identify their main issues and concerns.
- ✓ Identify evidenced based equality objectives to drive better outcomes for people with protected characteristics across North Wales aligned to the LHSW priorities and Workforce Strategy.
- ✓ Increase organisational capacity in regards to EqIA knowledge and understanding and continue to raise awareness of and promote the EqIA process as a framework to help the Health Board ensure that any potential for disadvantage or discrimination are identified and addressed and opportunities to advance equality optimised in our strategies, plans and projects.
- ✓ Raise awareness of, and promote the findings from, EHRC 'Is Wales Fairer 2018?' research on how Wales is performing on equality and human rights.
- ✓ Increase the offer and take up of Treat Me Fairly training for primary care and independent contractors.

Appendix 1: Equality & Human Rights Governance



Appendix 2: Gender Pay Gap Report 2019

Introduction

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 set out the requirements for organisations with more than 250 employees to calculate and publish their gender pay gap information. Greater transparency in pay gap reporting is designed to help organisations better understand the issues that give rise to, and sustain gaps in average pay between men and women, and to encourage organisations to take steps to tackle them.

Betsi Cadwaladr University Health Board (BCUHB) believes that open-ness and transparency around pay gaps will help us to achieve our objective of “Becoming an Employer of Choice”. We have therefore decided to go beyond the specific legal requirements contained in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and to voluntarily publish this pay gap report based upon the 2017 Regulations.

All figures are based upon data taken from the NHS ESR (Electronic Staff Record) payroll systems as at the snapshot date (31st March 2018).

This report contains the following:-

- Average & Median Hourly Rates and Pay Gaps
- Average and Median Bonus and Pay Gaps
- Proportion of staff receiving a bonus
- Number and percentage of males and females divided into four groups (Pay Quartile) ordered from lowest to highest pay.

Table 1. Average & Median Hourly Rates and Pay Gaps

Gender	Average Hourly Rate (£p per hour)	Median Hourly Rate (£p per hour)
Male	20.22	14.76
Female	15.11	13.72
Difference	5.11	1.04
Pay Gap %	25.26%	7.07%

The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female employees receive.

The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoints in the ranges

of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.

The figures above highlight a gap between the average hourly pay for men and women in the organisation. Further research has been undertaken to better understand why these gaps exist, and the early indications are that this could be attributable to the high numbers of women in some of the lower grades, as well as a high proportion of men in senior grades, where staff numbers are not so great. This is borne out by the numbers shown in Table 4 and the accompanying graph.

Gender pay reporting is different to equal pay – equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. We are confident that men and women are paid equally for doing equivalent jobs across BCUHB. More than 93% of BCUHB staff are paid in accordance with NHS Agenda for Change Terms and Conditions – these are the national agreements on pay and conditions of service for NHS staff other than very senior managers and medical staff.

Table 2. Average and Median Bonus and Pay Gaps**

Gender	Average Bonus (£)	Median Bonus (£)
Male	11,004	9,799
Female	8,369	6,533
Difference	2,365	3,266
Pay Gap %	24.0%	33.3%

In line with the reporting requirements, our mean bonus gap of 24.0% is based on actual bonuses and so it does not take in to account part-time working.

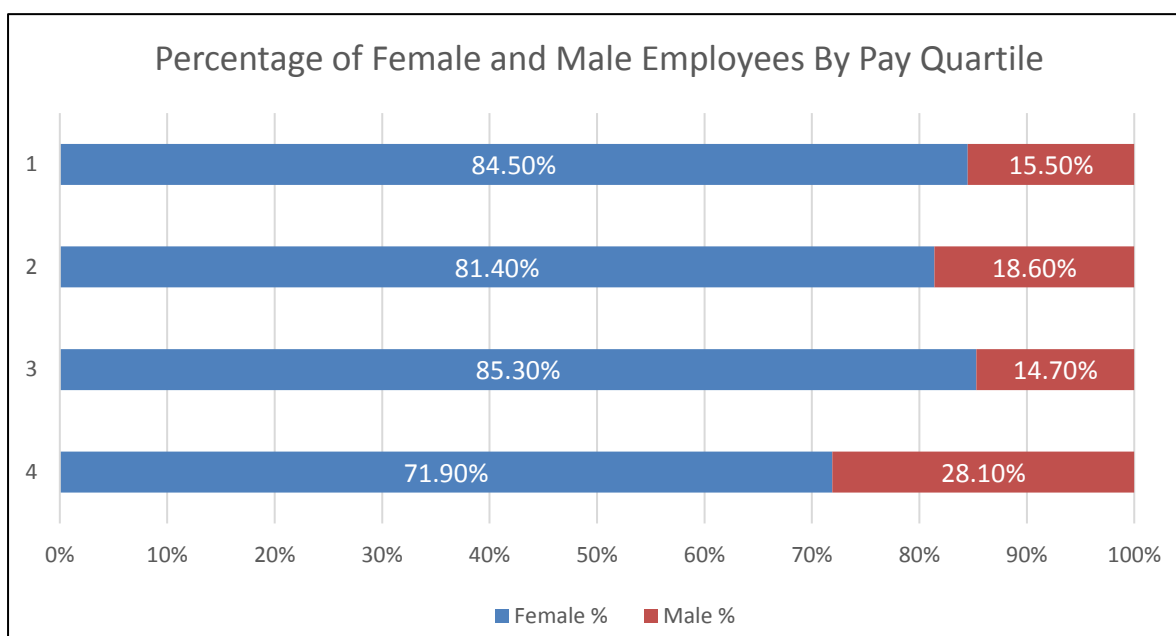
Table 3. Proportion of staff receiving a bonus**

Gender	Employees Paid Bonus	Total Relevant Employees	%
Male	224	3,794	5.90%
Female	72	16,182	0.44%

** Bonus payments comprise Clinical Excellence and Commitment Awards paid to medical staff.

Table 4. Number and percentage of Employees by Pay Quartile

Pay Quartile	Female	Female %	Male	Male %
1 (Lowest)	3,867	84.5%	710	15.5%
2	3,729	81.4%	852	18.6%
3	3,906	85.3%	673	14.7%
4 (Highest)	3,296	71.9%	1,287	28.1%



The table and corresponding graph above demonstrate how the proportions of women and men change from lowest to highest pay quartiles, meaning that fewer women are employed in senior roles than men.

Conclusions and Next Steps

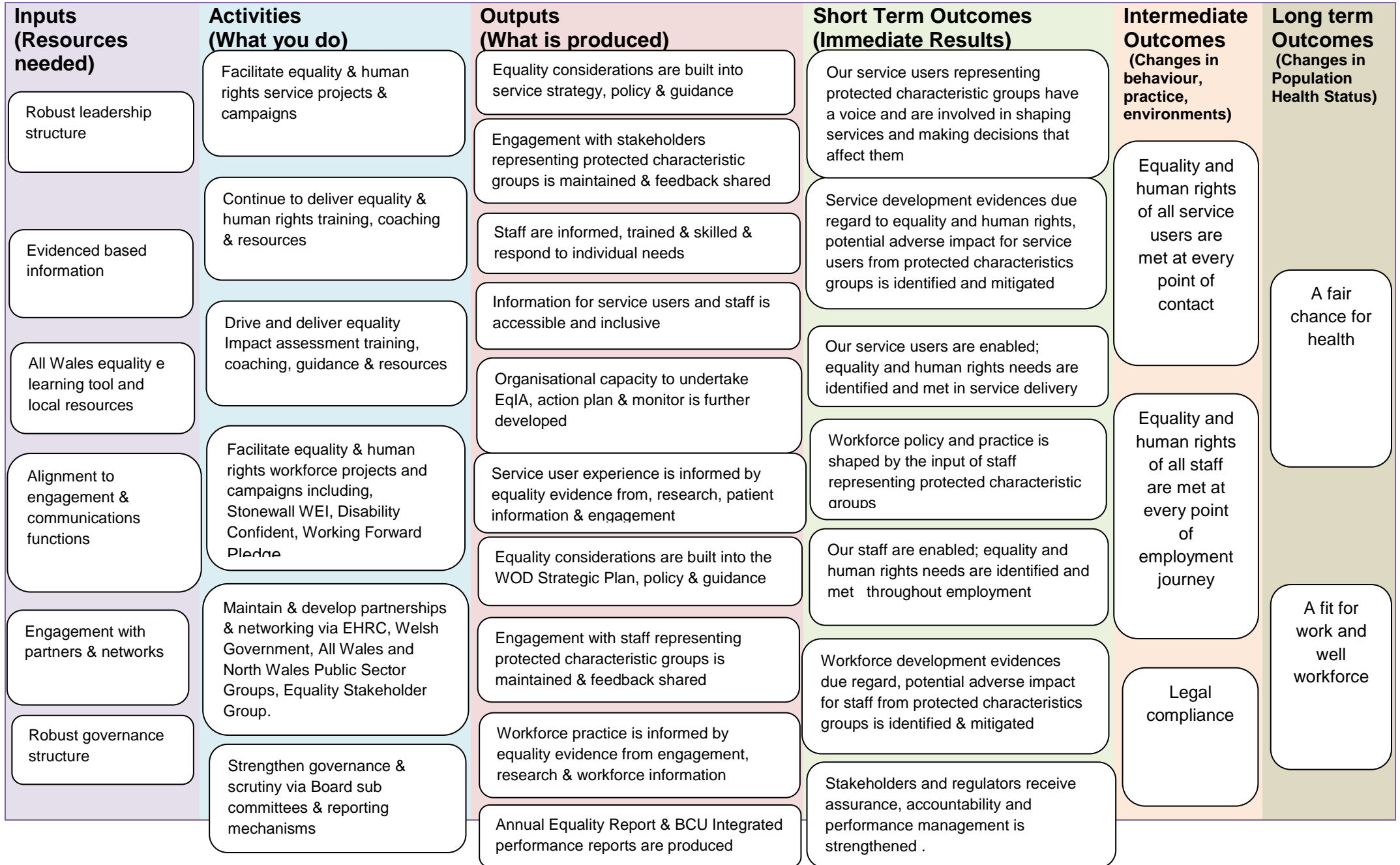
The Health Board’s workforce is predominantly female, this is similar to most NHS organisations. Whilst national pay scales, supported by local starting salary and pay progression processes are designed to support equity and fairness, we have identified a gender pay gap across the workforce. We are working to better understand these issues. A number of themes have emerged which will be aligned to the BCUHB Workforce Strategy and Key Priorities for 2019/22:-

- **Work-life balance**
- **Networks and Support Mechanisms**
- **Organisational Development and Training**
- **Recruitment, Retention and Progression**

Statement by our Chief Executive, Gary Doherty:

Living Healthier Staying Well (LHSW) is our long-term strategy that describes how health, wellbeing and healthcare in North Wales might look in 10 years' time and how we are working towards this now. LHSW is shaped by a number of principles including a commitment to promote equality and human rights in everything we do. Our organisation employs over 16,000 people, the majority of whom are members of communities across North Wales. The Health Board's strategic priorities are supported by our Workforce Strategy which identifies what the workforce needs to look and feel like and how it needs to operate to deliver the right outcomes for the people of North Wales. We strive to be a fair and inclusive employer, committed to tackling inequality and taking action to reduce the gender pay gap.

Appendix 3: Logic Model



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