

Equality Objectives 2018-19



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1. Executive Summary

The purpose of this report is to publish the Trust's equality objectives as required by the Equality Act 2010. The 2017-18 objectives have been successfully progressed. This document sets out the new equality objectives to make further progress.

At The Christie, we are determined to ensure we offer equal access to health care and employment opportunities to everyone in the community. The seven new equality objectives have been developed based on our NHS Equality Delivery System 2, Workforce Race Equality Standard and equality monitoring reports as published, and from engagement with our stakeholders including patients, staff and staff side representatives.

Progress against objectives are formally monitored and published. This general equality duty is continuous and objectives may be refreshed or revised over time if further evidence and engagement identify different or additional objectives to be required.

2. Introduction

The Equality Act 2010 duty (S149) states that in the exercise of its duties, public authorities must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The purpose of this report is to demonstrate the Trust's compliance with specific duty to publish equality objectives. Separate patient services and workforce monitoring reports demonstrate the Trust's compliance with the general equality duty across our patient services and employment functions in respect of people who share a protected characteristic.

We have listened to our key stakeholders, including our patients, healthcare partners, staff and staff side representatives, to assess our equality performance and develop the objectives within this report.

At The Christie we are determined to ensure that we offer equal access to health, care and employment opportunities to everyone in the community. We respect and value diversity of our patients, staff and visitors and are committed to:

- serving the community in a way that's appropriate, accessible and responsible
- making the best use of a range of talent and experience within our workforce and potential workforce
- ensuring our legal obligations are fulfilled, and where possible, executed.

3. Profile of The Christie

The Christie is the largest single-site cancer centre in Europe, treating more than 44,000 patients each year.

We are based in Manchester and provide a networked service that serves a population of 3.2 million across Greater Manchester and Cheshire delivering care as close to the patients home as possible,. As a national specialist centre around a quarter of our patients are referred to us from other parts of the country.

As a Centre of Excellence, we focus solely on improving outcomes for patients with cancer. We are able to provide services based on expert staff and a specialised infrastructure dedicated to the delivery of cancer treatment, care, research and education. Our focus and size enables us to uniquely deliver effective and efficient specialist care offering patients the best possible outcomes from our research programme.

As part of the NHS we provide:

- **radiotherapy** in one of the world's largest radiotherapy departments and at our radiotherapy centres in Oldham and Salford
- **chemotherapy** in the world's largest chemotherapy unit, plus ten other sites and via our mobile chemotherapy unit and patient's homes
- **highly specialist surgery** for complex and rare cancer
- a wide range of **support** and **diagnostic** services.

Through the dedication of our 2700 staff, over 300 volunteers and 30,000 public members, we remain committed to helping all those affected by cancer, both now and in the future.

4. Our Equality Objectives 2018-19

Our equality objectives 2018-19 set out specific measures to benefit our patients and our workforce, and are shown in **Appendix I**. Each objective relates to an outcome set out in the NHS Equality Delivery System 2.

Objectives one to four related to EDS2 outcomes on workforce. The have been developed using data from our NHS Workforce Race Equality Standard Report and our Staff Survey results in conjunction with Staff Forum, which includes Trade Union representatives.

Objectives five to seven related to Equality Delivery System 2 outcomes on patient services. They have been developed based on the annual patient services equality monitoring report in conjunction with the Patient Experience Committee.

5. Conclusion

These equality objectives are based on information from our Equality Delivery System 2, Workforce Race Equality reports and from engagement with our stakeholders including patients, staff and staff side representatives.

Progress against the objectives will be monitored and published. The general equality duty is continuous and objectives may be refreshed or revised over time if further evidence and engagement identify different or additional objectives to be required.

Appendix I: Equality Objectives 2018-19

<p>Equality objective 1: To continue to embed mechanisms for staff to confidently raise concerns at work, including any concerns of harassment or bullying.</p>
<p>Context:</p> <p>The 2017 NHS Staff Survey results indicated that the percentage of our respondents experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months had increased to 13% but was considered a best score when compared with other acute specialist trusts.</p> <p>The percentage of our respondents experiencing harassment, bullying or abuse from staff in the last 12 months has increased for our white staff to 20% and substantially increased to 26% for our black and minority ethnic staff. Although these results may seem stark based on a complete workforce survey, the 2017 data is not directly comparable with the 2016 partial survey data but is better than other acute specialist trusts nationally.</p>
<p>NHS Equality Delivery System 2 outcome:</p> <p>3.4 When at work, staff are free from abuse, harassment, bullying or violence from any source.</p> <p>4.1 Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations.</p>
<p>Links to The Christie's Corporate objectives: To be an excellent place to work and attract the best staff.</p>
<p>Measures:</p> <ol style="list-style-type: none"> 1. Through staff survey action plans co-design initiatives to improve staff experience in reporting concerns across the organisation. 2. Promotion of staff support mechanisms through formal and informal engagement channels. 3. Briefing to managers regarding training opportunities to tackle behaviour at the earliest opportunity through the Managing for Success programme delivered by the workforce division. 4. Refresh and development of Staff Adviser network across the organisation. 5. Development and implementation of mentor network within the organisation. 6. Work with Freedom To Speak Up Guardian to identify collaborative actions to improve reporting culture within the organisation.
<p>Timescale: By March 2019.</p>
<p>Mainstreamed:</p> <p>This objective will be taken forward as part of The Christie Commitment, as well as</p>

the engagement approach undertaken by the HR engagement team.

Transparent reporting:

The action plan and progress will be reported at the Capital and Workforce Planning Group and Staff Forum.

Equality objective 2:

To continue to demonstrate progress against indicators within the NHS Workforce Race Equality Standard (WRES).

Context:

The NHS Workforce Race Equality Standard (WRES) was introduced in the 2015/16 Standard NHS Contract. The WRES requires NHS organisations to demonstrate progress against nine indicators of workforce race equality. The WRES will highlight any differences between the experience and treatment of white staff and BME staff and provide a platform to take necessary remedial action on the cause of ethnic disparity.

NHS Equality Delivery System 2 outcomes:

3.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels.

3.6 Staff report positive experiences of their membership of the workforce.

Links to The Christie's Corporate objectives:

To be an excellent place to work and attract the best staff.

Measures:

1. 2017/18 report of data in respect of the nine WRES indicators to be published by August 2018
2. To improve the relative likelihood of white staff accessing non-mandatory training and continuing professional development in comparison to our BME staff. Implementation of the Talent plan and embedding Talent for Care programme across the organisation.
3. To improve the extent and experience of BME and white staff equally in terms of bullying and harassment from patients and staff, equal opportunities in career progression and discrimination at work from managers or colleagues.
4. To improve the likelihood of white staff being recruited from shortlisting compared to BME staff across all posts through audits of recruitment processes.
5. To improve the relative likelihood that BME and White staff consider equally that the Trust provides equal opportunities for career progression or promotion. Continued development of the Talent for Care programme and development of plans on career planning and succession planning across the Trust.

Timescale:

By March 2019.

Mainstreamed:

This objective will be taken forward as part of performance management in line with the Standard NHS Contract.

Transparent reporting:

The action plan and progress will be reported at the Capital and Workforce Planning Group and Staff Forum.

<p>Equality objective 3: To develop plans to implement the Workforce Disability Equality Standard (WDES) from 2019.</p>
<p>Context: The NHS Equality and Diversity Council have recommended that a Workforce Disability Equality Standard is mandated by the NHS standard contract in England from April 2018.</p> <p>The standard aims to improve the experience and monitoring of disabled staff across the NHS. The WDES will require NHS organisations to demonstrate progress across identified indicators, and highlight differences between the experience and treatment of disabled staff to provide a platform to take any necessary remedial action on the cause of disability disparity.</p> <p>2018/19 is the planning year with organisations expected to publish information in August 2019.</p>
<p>NHS Equality Delivery System 2 outcomes:</p> <p>5.1 Fair NHS recruitment and selection processes lead to a more representative workforce at all levels.</p> <p>3.6 Staff report positive experiences of their membership of the workforce.</p>
<p>Links to The Christie's Corporate objectives: To be an excellent place to work and attract the best staff.</p>
<p>Measures: Successful development and implementation of the WDES is based on the achievement of the following:</p> <ol style="list-style-type: none"> 1. Identification of learning: Review and development of disability briefings for managers. 2. Identification of disability and needs: a consistent approach to the identification of disability and any additional needs. 3. Recording of needs: consistent and routine recording of disability needs as part of ESR. 4. Flagging of needs: establishment of reasonable adjustments monitoring across the Trust. 5. Meeting of needs: ensuring that the individual's needs are being met through active monitoring.
<p>Timescale: By March 2019.</p>
<p>Mainstreamed: This objective will be taken forward as part of performance management in line with the Standard NHS Contract.</p>
<p>Transparent reporting: The action plan and progress will be reported at the Capital and Workforce Planning Group and Staff Forum.</p>

Equality objective 4:

To commit to reducing the gender pay gap for the organisation.

Context:

Since the Equality Act (2010) (Specific Duties) Regulation (SDR) came into force in September 2011, there has been a duty for public bodies with 150 or more employees to publish data on the diversity of their workforce, including any gender pay gaps.

From 1st March 2017, it was mandated by government that all public sector organisations with more than 250 employees have to measure and publish their gender pay gaps on an annual basis.

Our gender pay profile, taken from a snapshot date of 31st March 2017, demonstrates that we have a higher proportion of female staff in bands 3-4 and our highest proportion of male staff work in bands 8d-9. The pay gap between male and female average hourly rates of pay is 19.62%. The greatest disparity is in relation to bonus pay where the gap is 12.04% on average, however this only relates to a smaller proportion of staff within the medical staffing group, due to the nature of the pay being clinical excellence awards.

The gender pay gap for the organisation will be reported on an annual basis, and an action plan to be developed in order to support the ambition of decreasing the gender pay gap for our staff.

NHS Equality Delivery System 2 outcomes:

3.2 The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations

3.6 Staff report positive experiences of their membership of the workforce.

Links to The Christie's Corporate objectives:

To be an excellent place to work and attract the best staff.

Measures:

1. Develop action plan to decrease the gender pay gap for the organisation
2. Identify any trends across the organisation in relation to gender pay
3. Work closely with Medical Director to identify opportunities to promote clinical excellence awards
4. Develop equality, diversity and inclusion working group to look at gender pay gap in addition to other strands of equality, diversity and inclusion.

Timescale:

By March 2019.

Mainstreamed:

This objective will be taken forward as part of performance management in line with the Standard NHS Contract.

Transparent reporting:

The action plan and progress will be reported at LNC and Staff Forum.

<p>Equality objective 5 (Continued from 2017/18): To continue to enhance the experience of vulnerable patients with disabilities in addition to their cancer diagnosis, with the provision of personalised and accessible information.</p>
<p>Context: The Accessible Information Standard directs and defines a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of patients, service users, carers and parents, where those needs relate to a disability, impairment or sensory loss.</p> <p>The Standard specifically aims to improve the quality and safety of care received by individuals with information and communication needs, and their ability to be involved in autonomous decision making about their health, care and wellbeing.</p>
<p>NHS Equality Delivery System 2 outcome: 1.2 Individual people's health needs are assessed and met in appropriate and effective ways.</p> <p>2.1 People, carers and communities can readily access hospital services and should not be denied access on reasonable grounds.</p>
<p>Links to The Christie's Corporate objectives: To demonstrate excellent and equitable clinical outcomes and patient safety, patient experience and clinical effectiveness.</p>
<p>Measures: Successful implementation and monitoring of AIS based on the continued achievement of five outcomes:</p> <ol style="list-style-type: none"> i. Identification of needs: a consistent approach to the identification of communication needs, where they relate to a disability ii. Recording of needs: consistent and routine recording of communication needs as part of patient records system iii. Flagging of needs: establishment and use of electronic alert to prompt staff to take appropriate action iv. Sharing of needs: inclusion of recorded data about communication support needs as a routine part of referral, discharge and handover processes v. Meeting of needs: ensuring that the individual receives information in an accessible format and any communication support in which they need.
<p>Timescale: By April 2019 – continued monitoring from 2017/18</p>
<p>Mainstreamed: This equality objective will continue be monitored through a working group led by the Head of Engagement.</p>
<p>Transparent reporting: Progress will be reported to the Patient Experience Committee and to Capital and Workforce Planning Group.</p>

Equality objective 6: To develop plans to plan for the implementation of the Sexual Orientation monitoring standard.

Context:

Sexual orientation is one of the nine protected characteristics as defined by the Equality Act 2010 and corresponding Public Sector Equality Duty. As a public sector organisation, The Christie is required to pay due regard to the needs of lesbian, gay and bisexual (LGB) in the design and delivery of services. We are also required to ensure that do not discriminate individuals based upon their sexual orientation and are able to evidence this.

Research shows that LGB people experience greater health inequalities compared to heterosexual people such as a higher risk of poor mental health or missing out on routine health screening or appointments.

NHS England have worked with the LGBT Foundation to develop a fundamental information standard that provides the mechanism for recording the sexual orientation of all patients aged 16 years and over.

Organisations are expected to undertake sexual orientation monitoring at every face to face contact with the patient, where no record of this data already exists.

Organisations are required to fully implement this monitoring standard by 31st March 2019, meaning organisational systems will have the ability to record this data and that new patients will be asked about this information from this date.

NHS Equality Delivery System 2 outcomes:

1.1 Services are commissioned, procured, designed and delivered to meet the health needs of local communities

1.2 Individual people's health needs are assessed and met in appropriate and effective ways

2.3 People report positive experiences of the NHS

Links to The Christie's Corporate objectives:

Clinical outcomes, safety, experience and clinical effectiveness.

Comprehensive Cancer Care

Community participation

Measures:

Successful development and implementation of the SOM standard is based on the achievement of the following:

1. Identification of learning: Review and development of disability briefings for managers.
2. Identification of disability and needs: a consistent approach to the identification of disability and any additional needs.

3. Recording of needs: consistent and routine recording of disability needs as part of ESR.
4. Flagging of needs: establishment of reasonable adjustments monitoring across the Trust.
5. Meeting of needs: ensuring that the individual's needs are being met through active monitoring.

Timescale:

By March 2019.

Mainstreamed:

This objective will be taken forward as part of performance management in line with the Standard NHS Contract..

Transparent reporting:

The action plan and progress will be reported at the Patient Experience Committee.

<p>Equality objective 7: To minimise unnecessary overnight stays for patients receiving systemic anti-cancer therapies by increasing ambulatory care facilities for these patients.</p>
<p>Context: Cancer Research UK (CRUK) reports that cancer incidence rates has increased in the UK by 12% since the early 1990s¹. Statistics from CRUK in 2014 also demonstrate that the incidence rate is higher for males than females.</p> <p>An increase in the incidence of cancer and the development of new treatments and immunotherapies has increased pressure on the capacity of both outpatient and inpatient settings.</p> <p>There has been improvements in mobile infusion devices which enables vulnerable patients and those with protected characteristics to take control of their own treatment in familiar surroundings. The development of nurse led service, and the technological improvements in infusion devices supports a move from an inpatient stay to ambulatory care services. This change will enhance patient's overall experience by:</p> <ul style="list-style-type: none"> • Minimising overnight hospital stays • Providing care close to home in familiar surroundings, thus reducing anxiety levels for patients and their families or carers.
<p>NHS Equality Delivery System 2 outcomes: 1.2 Individual people's health needs are assessed and met in appropriate and effective ways.</p>
<p>Links to The Christie's Corporate objectives: To demonstrate excellent and equitable clinical outcomes and patient safety, patient experience and clinical effectiveness for those patients living with and beyond cancer.</p>
<p>Measures:</p> <ol style="list-style-type: none"> 1. Action plan implemented based on the results of the scoping exercise from year 1 (2017) to include: <ul style="list-style-type: none"> • Target patients group • Identified regimens to change • Expected outcomes , bed days conserved, capacity usage and patient benefits 2. Report performance on a quarterly basis 3. Planning for implementation and monitoring 2018/19.
<p>Timescale: By March 2019.</p>
<p>Mainstreamed: This equality objective will be managed as part of the national CQUIN framework.</p>
<p>Transparent reporting: Progress will be reported to Capital and Workforce Planning Group.</p>

¹ <http://www.cancerresearchuk.org/health-professional/cancer-statistics/incidence/all-cancers-combined>