



**EQUALITY, DIVERSITY
AND INCLUSION**
at The Christie



The Christie
NHS Foundation Trust



The Christie **Equality, Diversity and Inclusion** Annual report 2022-23



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This report has been produced to provide assurance that The Christie is meeting its statutory, regulatory and contractual requirements. In addition, this report also outlines the additional activities that the Trust has undertaken during 2022-23 to advance equality and protect human rights.

The EDI Manager has built on existing infrastructure to support delivery of our objectives and legal responsibilities.



The Trust Board is committed to the principles of Equality, Diversity and Inclusion (EDI), which sends out a really positive message to our staff and to our patients that we actively work with people to help them to be the best they can be in a fair and diverse way.

Our approach to Equality, Diversity and Inclusion demonstrates how important this is in everything we do. We want to create an environment where all staff and patients have equality of opportunity and oppose all forms of unlawful or unfair discrimination.

This report provides an update on the achievements, progress and developments in relation to the Equality, Diversity and Inclusion (EDI) agenda at the Trust.

Whilst we have made great progress this year that there are areas that we need to improve upon in 2024. We are committed to working together as a Trust to address inequalities wherever they may arise and provide the best possible outcomes to both patients and staff.

The Christie provides cancer care across the following sites:

- Withington
- Salford
- Macclesfield
- Oldham

We also deliver outpatient services and cancer treatments at multiple sites across Greater Manchester.

The Trust is committed to demonstrate inclusive leadership for equality, diversity and inclusion, creating organisational and system wide changes to improve equality outcomes for patients, their families and carers, service users and staff.

The Trust's equality, diversity governance below is built on the principle of leadership and inclusion.

- Workforce Assurance Committee
- Management Board
- Equality, Diversity and Inclusion Programme Board

The Trust's Equality, Diversity and Inclusion (EDI) Programme Board is chaired by the Director of Workforce with senior members drawn from across the Trust's divisions. The board is also attended by a Non-Executive Director.

The Board monitors performance in this area, oversees the implementation of the EDI Delivery Plan providing assurance to management board that the Trust is meeting its statutory, regulatory and other EDI duties and commitments.

The Board Equality, Diversity and Inclusion Champion – Tarun Kapur CBE
Equality diversity and inclusion must be at the heart of our work. It is not something to 'bolt on' to a policy or procedure rather a 'way of thinking' that becomes embedded into decision making, conversations and celebrations.

We must be mindful that all of our actions have consequences and, as such, consideration and reflection should be a key part of our work.

The Trust is currently working with a recruitment partner with a specific focus on diversity to recruit to a number of board level vacancies.

Leadership development

The Trust has developed a board development programme that is facilitated by Globis Mediation to look at issues around EDI, race, civility and team dynamic.

The Trust is working in partnership with Greater Manchester Integrated Care System to develop a strategy for addressing health inequalities in cancer care.

The Board has nominated 4 Executive Sponsors to support our EDI Staff Network Groups.

The Trust works in partnership with Staff Forum and Staff Side colleagues to consult, provide advice and support on key policy agendas that impact on staff across the organisation. Staff Forum has been instrumental in leading on key policies like Human Rights, Equality and Diversity and the Menopause and Menstruation policies.

The Trust has a dedicated Equality, Diversity and Inclusion Team. The EDI Team is based in the Workforce Division as part of the Engagement Team, reporting to the Head of Engagement / Organisational Development.

To support the corporate team we have improved our governance framework for our 4 EDI Staff Network Groups to support our aim of mainstreaming EDI across the Trust. Representatives from these groups attend the EDI Programme Board meetings.

To strengthen the governance framework for EDI delivery across the Trust, the EDI Manager introduced a new structure for the Divisional Boards to embed EDI across the organisation. The role of the EDI Coordinators was introduced to support the implementation of the EDI Divisional Implementation Plans.

EDI Champions have been nominated across divisions to support staff on EDI issues and raise any concerns to the EDI Manager or Freedom To Speak Up Guardian.

Governors

The Trust have a Partner Governor on the Council of Governors from a national, but Greater Manchester based charity called Can-Survive.

Can-Survive mission is to provide culturally sensitive support services and information for, however not exclusive to, Black African, Black Caribbean and other culturally diverse communities living with or affected by cancer, to enable people to build confidence, resilience and strength to overcome the challenges cancer brings.

The Trust have governors representing their communities from all boroughs of Greater Manchester as well as further afield.

Equality diversity and inclusion must be at the heart of our work.



Our legal duties

Our equality, diversity and inclusion objectives

Under the Equality Act 2010 public authorities (including all NHS bodies) have a responsibility to meet the requirements of both the **Public sector equality (general and specific duties)**.

Under the general duty The Christie is required to pay due regard 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 specific duty requires the Trust to:



- Publish information on the performance of the General Duty (including information by protected characteristic) at least once per year.
- Set at least one equality objective as a minimum at least once every four years.
- Publish information annually on its Gender Pay Gap.

Our EDI Delivery Plan 2022-2023 was approved by the EDI Programme Board in July 2022. The aim of the plan was to advance equality, diversity and inclusion (EDI) at The Christie and provide a framework to ensure the Trust meets its EDI aims, objectives and statutory duties. It incorporates actions arising from all our statutory reporting requirements listed below.

The EDI Delivery Plan identified three strategic aims:

1



Workforce data and information

2



Governance, policy and decision making

3



Mainstreaming equality, diversity and inclusion

Each aim has a number of underpinning objectives. The EDI Programme Board will monitor progress through the receipt of quarterly reports.

Each division has an EDI divisional implementation plan that they report on progress to the EDI Programme Board.

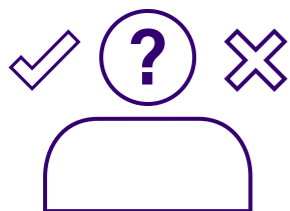
The EDI Delivery Plan was due for refresh in June 2022. An extension to the plan has been developed, this covers the period from July 2023 – October 2024. A 3-year EDI Strategic Plan will be developed that will take us from October 2024. (Appendix A) This extension to the EDI Delivery Plan was approved by Management Board in August 2022.

Published in June 2023, the NHS EDI Improvement Plan aims to improve equality, diversity and inclusion and to enhance the sense of belonging for NHS staff. It sets out six targeted high impact actions to address direct and indirect prejudice and discrimination, that exists through behaviour, policies, practices and cultures against certain groups and individuals across the workforce.

This plan aims to improve the outcomes, experience and culture for those with protected characteristics under the Equality Act 2010 (although it is not limited to these groups) and links to the NHS People Plan.

Ensuring our staff work in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes is essential for staff morale - which, in turn, leads to improved patient care and outcomes.

High impact action 1



Chief executives, chairs and board members must have specific and measurable EDI objectives to which they will be individually and collectively accountable.

High impact action 2



Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.

High impact action 3



Develop and implement an improvement plan to eliminate pay gaps.

High impact action 4



Develop and implement an improvement plan to address health inequalities within the workforce.

High impact action 5



Implement a comprehensive induction, onboarding and development programme for internationally recruited staff.

High impact action 6



Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

The six high impact actions are embedded into the EDI Delivery Plan July 2023 – October 2024.

The Trust has several EDI requirements placed upon it through the NHS contract that it holds. These requirements include annual completion of the following:

- Workforce Disability Equality Standard (WDES) submission
- Workforce Race Equality Standard (WRES) submission
- Medical Workforce Race Equality Standard (MWRES) submission
- Bank Workforce Race Equality Standard (BWRES) submission
- Equality Delivery System 2022 (EDS) submission
- Gender Pay Gap (GPG) submission

We are also required to implement the NHS:

- Accessible Information Standard
- Veteran Aware Accreditation

Workforce Race Equality Standard

The Trust submitted its Workforce Race Equality Standard (WRES) in March 2023. The data sets out the profile of the workforce across the protected characteristics and the Trust's activities to advance equality amongst the workforce.

The WRES consists of nine indicators of workforce race equality, including the profile of the workforce, and data from the national staff survey indicators. It highlights any differences between the experience and treatment of white and BAME staff and provides a platform to take necessary remedial action on the causes of ethnic inequalities or differential treatment.

The WRES action plan 2022-23 was submitted to NHS England and published on the Trust website and Hive (our intranet) in October 2022. NHS England introduced a scoring system for the submission of the WRES action plan 2023 for the first time.

The WRES action plan achieved a rating of 3 = Outstanding. The feedback we received was based on the following criteria:

- The action plan was supported by evidence on sustainable improvement, practical support and achievable goals.
- Policy developed supported by evidence-based interventions.
- Good use of positive action, audited interventions and using data and evidence to support change
- Strong buy-in from leadership and commitment to sustaining ongoing workplan.



Regulatory and contractual compliance (continued)



Quarterly progress reports on the WRES action plans are presented to the EDI Programme Board and also to the Management Board

An overview of progress for 2022-23 are as follows:

Metric	Title	Activity	2022	2023	Outcome
1	Recruitment and promotion	BAME Workforce	14.9%	16.7%	●
2	Appointments	Shortlisting BAME candidates compared to white staff	3.2% x	1.9 % x	●
3	Disciplinary	BAME formal disciplinary process	2.46%	1.2%	●
4	Education	Accessing non mandatory training and CPD	1.17%	1.3%	●
5	Bullying and harassment – public and patients	Incidents of bullying and harassment	16.5%	12.0%	●
6	Bullying and harassment – staff	Incidents of bullying and harassment	21.8%	13.6%	●
7	Equal opportunities	Opportunities for career progression	44.5% B 61.3% W	51.0% B 65.0%W	●
8	Discrimination	Discrimination – colleagues and managers	12.7% B 4.1% W	11.0% B 5.0% W	●
9	Board representation	Board voting members compared to the workforce	-0.64%	-2.5%	●

● Indicates a positive change in rates

● Indicates a negative change in rates

The green areas indicate the progress made on our 2023 submission, especially in metrics 1,2,3,5,6,7,8 for BAME staff. The Trust will continue to develop actions that improve the scores for our 2024 submission.

Actions to address the areas in red, which include issues around access to education and training, increase in discrimination of white colleagues and lack of board representation will be the priority focus for the 2023-24 action plan.

Workforce Disability Equality Standard

The Workforce Disability Equality Standard (WDES) was submitted to NHS England in March 2023. The WDES consists of 10 indicators of workforce disability equality, including the profile of the workforce and data from the national staff survey indicators. It highlights any differences between the experience and treatment of disabled staff and non-disabled staff and provides a platform to take necessary remedial action on the causes of disability disparities or differential treatment of disabled staff.

The WRES action plan was submitted to NHS England in October 2022 and is on the Trust website. The WDES national team has not introduced a scoring system for the action plans. In September 2023 the Trust received a summary of the outcome of the data that we submitted in August 2022. The actions from this will be incorporated into our action plan submission to NHS England in October 2023.

Quarterly progress reports on the WDES action plans were presented to the EDI Programme Board and more recently to the Management Board.

Metric	Title	Activity	2022	2023	Outcome
1	Recruitment and promotion	Disability workforce	4.1%	5.1%	●
2	Appointments	Appointed following shortlisting	1.13%	1.3%	●
3	Capability process	Entering capability process	8.3% x	3.4% x	●
4a	Experiencing bullying, harassment and abuse	Bullying and harassment from patients, relatives, public, colleagues and managers	17% - P,PR 13% - M 20% - C	13% - P,PR 9% - M 17% - C	●
4b	Reporting bullying, harassment and abuse	Reporting bullying, harassment and abuse by self or a colleague	53%	48%	●
5	Equal opportunities	Opportunities for career progression	50% D 62% ND	60% D 64% ND	●
6	Presenteeism	Felt pressure to come to work when not feeling well	27%D 20%ND	22% D 20% ND	●
7	Valuing employees' work	Satisfied that the organisation values their work	38% D 50%ND	49% D 54%ND	●
8	Adjustments	Reasonable adjustments made to carry out their work	73%	44% 48% not required	●
9a & b	Engagement and voice (staff survey results)	Facilitate the voices of disabled staff to be heard	6.84%	7.1%	●
10	Board representation	Boards voting members and overall workforce	-4%	-5%	●

● Indicates a positive change in rates

● Indicates a negative change in rates

Although progress has been made in the 2023 submission especially across metrics 1, 3 - 9. Much more work needs to be done to focus on our disability workforce to increase our scores for the 2024 submission.

Actions to address the areas in red in relation to appointing disabled candidates from shortlisting and Board representation will be the priority focus for the 2023-24 action plan.

Regulatory and contractual compliance (continued)



Medical Race Equality Standard and Bank Workforce Race Equality Standard

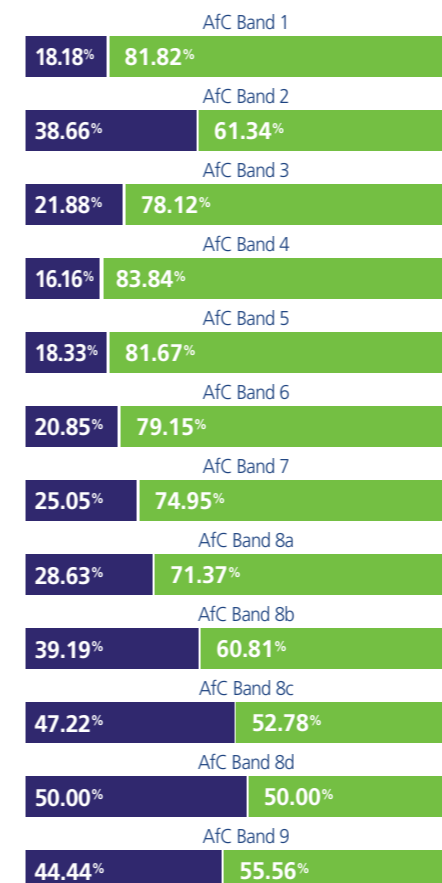
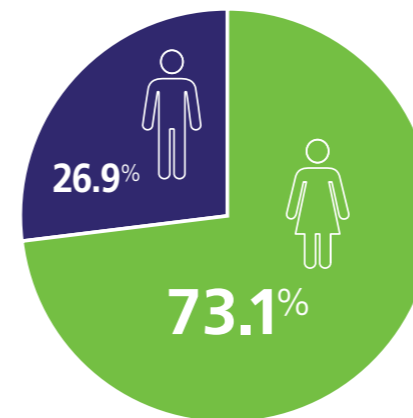
The NHS introduced in 2023 the Medical Race Equality Standard and the Bank Workforce Race Equality Standard and the data was submitted in June 2023. An action plan is not required for these submissions.

Comparison of the data will be provided once the data has been submitted for 2024 and we receive our national report.

Gender Pay Gap

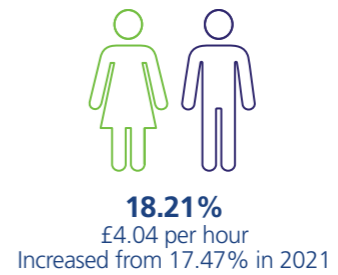
The Trust published its Gender Pay Gap Report (GPG) in March 2023 and submitted this in line with national requirements.

The Christie workforce as of March 2022

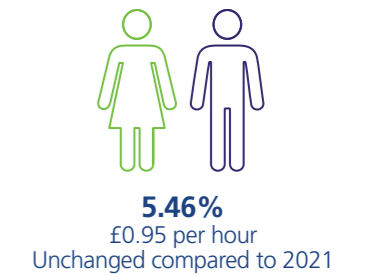


Hourly pay

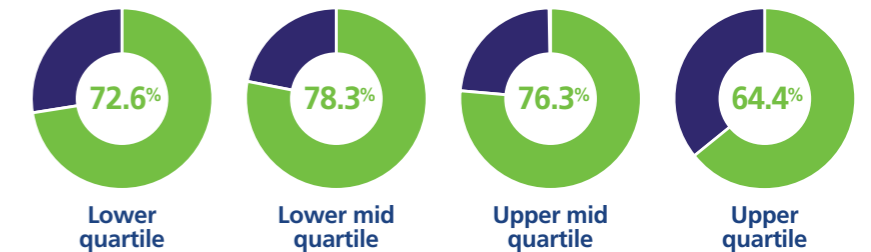
Mean Hourly Pay Gap



Median Hourly Pay Gap



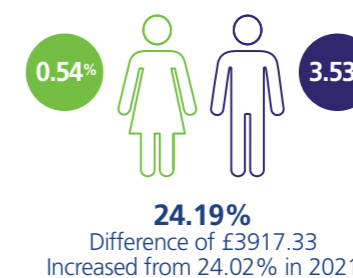
Distribution of female staff in each hourly pay quartile



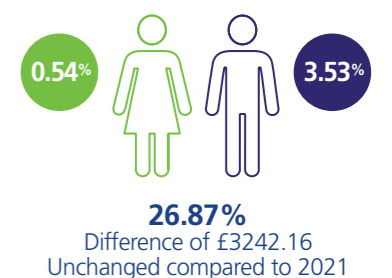
Bonus pay

In 2022, **0.54%** of relevant female employees received a bonus compared to **3.53%** of relevant male employees.

Mean Bonus Pay Gap



Median Bonus Pay Gap



Our patients

The Trust will create a culture based on positive attitudes towards welcoming the diversity of patients, their families and carers that meets the diverse needs. The Trust will continually improve by embedding inclusion principles and standards into everyday practice and placing them at the heart of policy and planning.

Patient Equality Profile

The Patient Equality Profile was produced in June 2023 and is available on the Trust website. This information links to our Equality Delivery System 2022 Domain 1 action plan to improve the quality of our patient data and services for BAME communities.

A new patient registration form has been developed that includes all equality data. This work will be reviewed as part of our EDS 2022 action plan submission for 2023.

The Equality Patient Profile Data April 2022 – March 2023 was produced to support our Public Sector Equality Duty requirements and our Equality Delivery System 2022 submission in March 2023.

It provides the Trust with equality data across a number of protected characteristics that is referenced in the Equality Act 2010 which includes age, gender, ethnicity, religion and belief, sexual orientation and disability.

The Equality Patient Profile data also supports our health inequalities agenda to identify and address any areas of under representation.

The report was produced in collaboration between the EDI Team and the Clinical Outcomes Data Unit (CODU) at the Trust.

The data is based on approximately 50,000 NHS patients who had at least one outpatient clinic appointment between April 2022 and March 2023. This includes new patients and those on treatment or follow-up.

The data available is generated from the patient registration form provided to patients at the point of their first appointment at the Trust. The provision of the data by the patients at the point of registration is optional. We also receive some data from general practitioners and other providers as part of the patient referral.

A copy of the Patient Equality Profile is available on the Trust website.

Equality, diversity and inclusion (christie.nhs.uk)

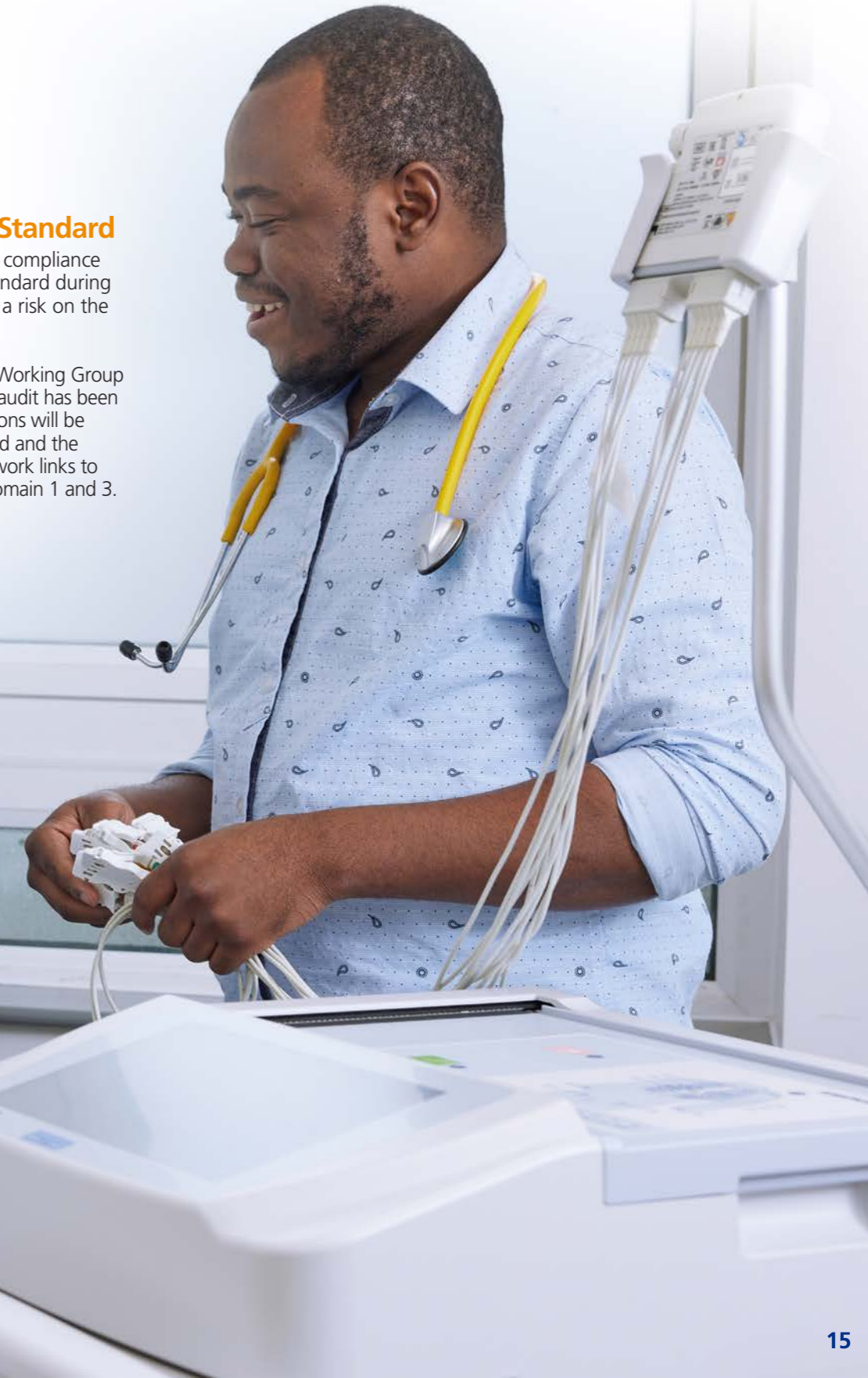
Accessible Information Standard

An assessment was undertaken for compliance with the Accessible Information Standard during 2022 as this had been identified as a risk on the Trust risk register.

An Accessible Information Standard Working Group was established in January 2023, an audit has been undertaken and progress on the actions will be reported to the EDI Programme Board and the Patient Experience Committee. This work links to the Equality Delivery System 2022 Domain 1 and 3.



A new patient registration form has been developed that includes all equality data



Case study – Community engagement in Oldham

CardMedic

The Christie at Oldham was the first in a unique network of Christie radiotherapy centres. It lets patients access first-class cancer treatment, closer to home.



Patients with various types of cancers can attend for their radiotherapy treatment where there is a dedicated team of radiographers, medical and support teams to ensure expert delivery of treatment.

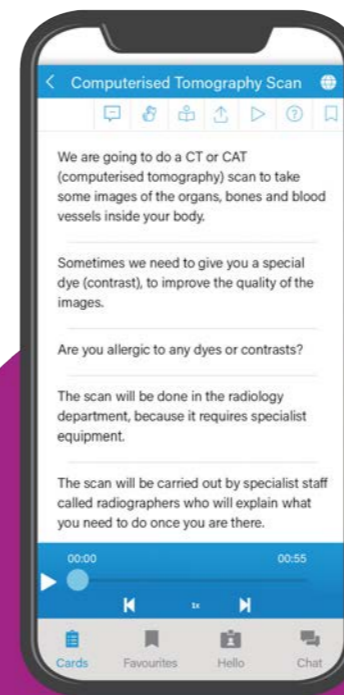
The staff at Oldham are committed to providing an inclusive approach to cancer care for the diverse communities that it serves. Inclusion is at the centre of everything that they do from displaying community languages,

providing resources in braille, BSL or large print, organising open days for the community to visit the centre, attending community events and promoting the services using a variety of methods in the community.

The staff at Oldham engage with a wide range of the local communities and organisations to ensure that there are no barriers to accessing cancer services and treatment. This has been supported by other health care professionals in the community and GPs, which has increased the number of referrals made to Oldham for cancer diagnosis, treatment and care.

The team at Oldham will continue to expand partnerships with the changing profile and demographics of its communities to ensure that the services that they provide are truly accessible.

CardMedic is an innovative and multi award-winning website and app designed to improve communication between healthcare staff and patients, across any barrier – whether that’s visual, hearing or cognitive impairment, a language barrier, or PPE (personal protective equipment).



CardMedic encompasses an A-Z collection of digital flashcards accessible via smart phone, tablet or desktop. Written by clinical experts, simply and succinctly, CardMedic replicates conversations around common healthcare topics with simple questions and explanations to guide the clinical interaction.

The system was created during the COVID-19 pandemic and was purchased by The Christie in May 2022.

The benefits of CardMedic, are that there is less reliance on interpreter services, which are already a limited resource. There is also the benefit of CardMedic being available 24/7, which is a functionality that interpreter services cannot provide. The scripts are written and curated by clinical staff, which is crucial to conveying the appropriate meaning behind the words, for the hospital setting that the conversation is happening in.

CardMedic were pleased to collaborate with The Chrisite, as their first specialist oncology customer, to create scripts which are specific to cancer patients, on topics such as SACT, Proton Beam Therapy and Radiotherapy.

CardMedic has been recognised for its innovation and ingenuity, by being a multi-award-winning system, which continues to grow and expand both the library of scripts and the available languages for translation.

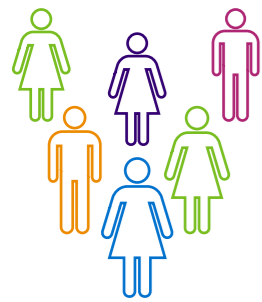
CardMedic were pleased to collaborate with The Chrisite, as their first specialist oncology customer



Our workforce



Our strategic aim is, for a representative and supported workforce. We will be an employer of choice that recruits and develops staff fairly, taking appropriate action whenever necessary, so that talented people choose to join, remain and develop within the Trust. Strong equality, diversity and inclusion at all levels will underpin consistently good patient care across all services



Workforce Equality Profile

The Workforce Equality Profile was produced in March 2023 and provides an overview of the Trust workforce, and is available on the Trust website. This information will be reviewed annually to ensure that the diversity of the workforce is captured and monitored.

This supports our compliance with the Public Sector Equality Duty requirements

The annual Workforce Profile is information on the equality characteristics of the staff employed by the Trust.

The information that is presented on the Trust's workforce covers:

- Composition of the workforce
- Composition of the workforce by pay band or grade This is published once per year covering the period of an operational year (April to March).

This report relates to the period April 2022 to March 2023. The Workforce Profile is produced to:

- Understand what the diversity of The Christie's workforce looks like
- Monitor the effectiveness of our equality, diversity and inclusion policies and processes in relation to the workforce
- To help us to make improvements in our employment policies and practices to ensure all staff have equal opportunities to employment, development and a good employment experience
- Comply with our legal duties in relation to the Public Sector Equality Duty, under the Equality Act 2010. All of the information contained in this report is taken from the Trust Electronic Staff Record (ESR) system.

Staff provide this information to the Trust on appointment and can update the information themselves or have the information updated on their behalf with their permission.

The Trust has recently started to collect information on Armed Forces Status – this will be included from the next reporting year. The Trust acknowledges that there are system limitations on collecting data for gender identity.

EDI Dashboard

This year we developed and introduced an EDI dashboard that enables divisional leads to look at areas of good practice, declaration rates and any anomalies.

The data can be used to make comparisons, strengthen recruitment processes and target groups that are underrepresented and develop interventions that aim to increase representation.

The EDI dashboard also provides divisions with equality monitoring information for their

starters, workforce and leavers. Divisional leads have access to their EDI dashboard when required as this is updated monthly.

The divisional leads use this information to support their activities in their EDI Divisional Implementation Plans and staff survey results in order to utilise this data to highlight areas of concern, best practice and develop actions for improvement.

A copy of the Workforce Equality Profile is available on the Trust website. **Equality, diversity and inclusion (christie.nhs.uk)**



Equality and Health Inequality Analysis (EHIA)



The Trust is also required to demonstrate how it pays due regard to the need to advance equality in its policy, decision making and the discharge of its functions.

The Trust equality impact assessments process was reviewed in January 2023 and a new Equality and Health Inequality Analysis (EHIA) process and template was developed that aligns with the health inequality agenda and formation of the Integrated Care System.

Accountable Committee Chairs and Deputies attended one-hour EHIA workshop from

January - May before the process was formally launched on 1st June 2023.

EHIA workshops were organised for staff responsible for writing policies, procedures, strategies and business cases. These were face to face workshops, lasting one and a half hours. This was linked to a new SharePoint system, resources and templates to assist the participants in understanding and completing EHIA's.

The process was supported by Document Ratification Committee to ensure that the process was being followed.

An audit of the quality of the completed EHIA's and review of the new process will be organised in November 2023.



The Equality Delivery System 2022

All NHS provider organisations are required to assess themselves against the new Equality Delivery System (EDS) 2022 framework which addresses EDI performance in both workforce and service delivery.

The framework has three domains:

- Domain 1 - Commissioned or Provided services,
- Domain 2 - Workforce Health and Wellbeing
- Domain 3 - Inclusive Leadership.

The Trust scores for 2023 were as follows:

Domain 1: Commissioned or Provided Services

	Outcome	Score
1A	Patients (service users) have required levels of access to the service	1
1B	Individual patients (service users) health needs are met	1
1C	When patients (service users) use the service, they are free from harm	1
1D	Patients (service users) report positive experiences of the service	1
Overall Rating		4

Domain 2: Workforce Health and Wellbeing

	Outcome	Score
2A	When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions	1
2B	When at work, staff are free from abuse, harassment, bullying and physical violence from any source	1
2C	Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source	1
2D	Patients (service users) report positive experiences of the service	1
Overall Rating		4

Domain 3: Inclusive Leadership

	Outcome	Score
3A	Board members, system leaders (Band 9 and VSM) and those with line management responsibilities routinely demonstrate their understanding of, and commitment to, equality and health inequalities	1
3B	Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed	1
3C	Board members and system leaders (Band 9 and VSM) ensure levers are in place to manage performance and monitor progress with staff and patients	1
Overall Rating		3

0 = Underdeveloped – under 8 1 = Developing – 8 - 21 2 = Achieving – 22 - 32 3 = Excelling - 33

Once all assessments had been completed, the overall ratings for the 3 domains were calculated together to give a total of 12 which means the Trust's overall EDS organisational rating is 'Developing'.

The EDS 2022 Working Group was established in September 2022 with leads allocated for each domain. The Domain leads will support the self- assessment and evidence gathering process followed by engagement with key stakeholders to determine the final scoring and rating. The EDS 2022 report, action plan and a case study for Domain 1 and 2 was submitted to the EDS Team in April 2023 in order to meet our Public Sector Equality Duty requirements. This was received by the EDI Programme Board and approved by the Management Board in February/March 2023. Quarterly progress reports are presented to the EDI Programme Board and Management Board to ensure implementation of the action plan.

A copy of the EDS 2022 submission is accessible on the Trust website: [eds-2022-reporting-template-march-2023.pdf](https://christie.nhs.uk/eds-2022-reporting-template-march-2023.pdf) (christie.nhs.uk)

Veteran Aware Accreditation

The Armed Forces Covenant is a shared pledge across organisations based on a promise to those who protect our nation, who do so with honour, courage and commitment. It is a pledge that together we acknowledge and understand that those who serve or have served in the armed forces, and their families, should be treated with fairness and respect in the communities they serve with their lives.

As part of our commitment to the Armed Forces Covenant and the legal requirement as part of the Armed Forces Bill 2021, the Trust signed the Armed Forces Covenant.

In 2023, The Christie was awarded the Bronze Defence Employer Recognition Scheme status in recognition of our commitment to improving NHS care for the Armed Forces Community which includes regular and reservist personnel, veterans, cadets, spouses and families.

To continue to embed and advance our work as part of the Veteran Aware standard and the Silver Defence Employer Recognition Scheme, a working group has been established. This work reports into the EDI Programme Board.



As a Trust, it's important that we create the conditions to support a healthy workplace by promoting health and wellbeing and creating a positive working environment. This will help prevent stress, improve colleague engagement and enable our colleagues to be at their best.

We have a Healthy Workplace Steering Group whose purpose is to provide Trust wide representation where members agree regular healthy workplace key themes and initiatives, highlight issues and create defining actions for those identified issues. Members are responsible for ensuring they communicate healthy workplace initiatives to their Divisions ensuring increased levels of engagement and ensuring colleagues are encouraged to participate in events. We have an on-site Engagement Stall where we promote a variety of wellbeing campaigns throughout the year such as Men's Health Week, stress awareness and financial education.

We have also been using the NHS Health and Wellbeing Framework: Organisational Diagnostic Tool as a retrospective evaluation tool to review every 6 months to see whether our interventions are making an impact. This is also enabling us to be future focussed and tailor our wellbeing offers.

We know that good wellbeing means that we feel we:

- Are valued and recognised for our work
- Have a sense of belonging/part of a team
- Have psychological safety at work
- Have permission to access activities and support

This could involve the physical support that helps colleagues be at their best, the practical aspects of what makes our working day easier and the psychological care to help our mental health wellbeing.

Below is the wide range of health and wellbeing support available to our colleagues:

- Salary Finance offer financial wellbeing and support, provides access to low cost loans, simple savings and financial education.
- The Complementary Therapy Team provides telephone guidance, self-help techniques and can agree plan for future support for mindfulness, health advice, physiological advice, sleep clinic or hypnotherapy.
- Employee Assistance Programme offers 24/7 confidential support around stress and anxiety, debt, work, lifestyle addictions, relationships, legal.
- Occupational Health experts can be booked for a health assessment, advice on specific underlying health conditions and reasonable adjustments, help to maintain and improve health and wellbeing within the working environment. Colleagues can self-refer or be referred by their line manager.
- External support is also available to support including Anxiety UK, Every Mind Matters, Mental Health Foundation, NHS Practitioner Health and our NHS People.
- Menopause Café

In addition, colleagues can also find support via:

- Human Resources for employee matters, employment relations, pay and conditions of employment and HR policies, advice and guidance.
- Trade Unions to help resolve issues or problems related to work and home, provide employment representation, support and advice.
- Chaplaincy and spiritual care offer pastoral care, spiritual and religious support, processing difficult feelings and prioritising goals. Provides empathetic listening and therapy and can be contacted via email or telephone.



Your Happiness



Your Health



Your Fitness



Your Support



Mental health

We held a number of workshops/activities during Mental Health Week 2023 to increase awareness and understanding around mental health and anxiety, offering preventative approaches and support for example:

- Spotlight sessions on 'the role of line managers in supporting mental wellbeing'
- Pause and refresh lunchtime – 10 minute group lunchtime sessions on mindfulness, meditation and self awareness
- 1:1 breathwork and mindfulness/meditation sessions designed to punctuate anxious thoughts with feelings of stillness and calm through either breathwork, mindfulness or meditation or a combination of the three.
- Menopause Café – Anxiety and Menopause
- Money on your Mind webinars – it's important to understand the effect that financial worries can have on mental health
- Suicide awareness information

Stress can have a profound effect on mental health and as part of Stress Awareness Month in 2023 we provided the following support:

- Access to blogs on breathing techniques for reducing stress
- Top tips for managing stress
- MBTI personality profile and stress management report which shows how to manage stress successfully depending on your personality type
- The Library Team shared recommended reading in both print and via eBooks.
- Guided walks in nature either in The Christie garden or in local green spaces.

In addition, as part of our colleague Winter Wellbeing Week we invited in Andy's Man Club to discuss men's concerns and mental health and the importance of suicide prevention.

Menopause

Women over 50 are the fastest growing demographic in the workplace, but many resign from their jobs, reduce their hours and pass up promotions due to the menopause. To ensure colleagues feel supported at work, the Trust has signed up to the Menopause Workplace Pledge which means we commit to making our organisation a supportive and understanding place for our colleagues who are going through or are affected by the menopause.

In signing the Menopause Workplace Pledge, we commit to:

- Recognising that the menopause can be an issue in the workplace, and women need support
- Talking openly, positively, and respectfully about the menopause
- Actively supporting and informing our colleagues affected by the menopause

We continue to hold our online monthly Menopause Café, holding them online enables greater accessibility for colleagues to attend from all across the Trust, including our satellite sites.

Direct feedback has also highlighted how some colleagues who are culturally unable to discuss menopause in their communities have valued the opportunity to listen, learn and/or share their experiences with others.

Christie colleagues have presented as guest speakers to share their knowledge on how we can better manage menopausal symptoms by sharing nutritional tips for menopause, including bone health, cardiovascular disease, weight management and flushes (including plant oestrogens).

Some Menopause Cafés are more flexible in their approach where participants can create the agenda themselves and discuss whatever is relevant to them at that time and share their lived experiences. We also have a dedicated menopause page on our intranet to support those unable to attend the Menopause Cafés.





Armed Forces Week (19 - 24 June) and Armed Forces Day were chances to show our support for the men and women who make up the Armed Forces community.

This includes those currently serving troops to service families, veterans and cadets, which took place on Saturday 24 June 2023.

The Trust celebrated this event by inviting members of the armed forces community to attend the event where the executive leads were presented with the Bronze Defence Employer Recognition Scheme.

After Menopause Awareness Month during October 2023 line managers were invited to attend workshops on how they can support their team members who are experiencing menopause and peri menopause.



There are 4 EDI staff network groups that support staff in the Trust.



ETHNIC DIVERSITY GROUP



FAITH AND BELIEF NETWORK



ABILITY AND WELLNESS ENGAGEMENT FORUM



LGBT+ STAFF NETWORK

Each EDI Staff Network Groups has an Executive Sponsor which supports the Chair.

During 2023 the EDI Staff Network Group attendance at the meetings began to decline. The Chair, Deputy Chair and Secretary of the LGBTQ+ resigned from their role. The Faith and belief and Ethnic Diversity Staff Network Groups continued to function until October 2023. The Ability and Wellness Staff Network Group did not function due to the lack of interest to take on the Chairs role.

Following the inactivity of the EDI Staff Network groups it was decided that a review should be undertaken by the EDI Team to ensure that they were meeting the needs of the staff and the Trust. This review was supported by the executive sponsors for the EDI Staff Network Groups.

A number of EDI events were postponed due to the inactivity of some of the EDI Staff Network Groups. The following events were organised:

- Nil by Mouth Campaign - This campaign was led by the Faith and Belief staff network group in 2023 to raise the profile of this during Ramadan.
- Black History Month – The Trust celebrated Black History Month in October 2023 and a number of activities took place to mark the occasion.



EDI Divisional Implementation Plans and process

EDI Coordinators and EDI Champions

To support the implementation of the EDI Delivery Plan 2022-23 each division was asked to produce an EDI Divisional Implementation Plan in line with the objectives of the EDI Delivery Plan.

Each division was asked to nominate an EDI Coordinator that would support the coordination of the EDI Divisional Implementation Plans and provide quarterly updates on progress to the EDI Manager. Each month divisional updates are presented to the EDI Programme Board meetings.



These are new roles and for the Trust and role profiles have been created for the EDI Coordinator and EDI Champion role, whereby divisional leads were responsible for nominating individuals to lead on these roles. Protected time was agreed to support the individuals leading on these roles.

EDI Coordinators are responsible for coordinating, monitoring and the implementation of the EDI Divisional Implementation Plans. EDI Champions are responsible for organising events and supporting staff on EDI related issues for their division.



There are currently 9 EDI Coordinators and 21 EDI Champions that have been nominated across the Trust. An EDI study pack was developed by the EDI manager for the EDI coordinators and EDI Champions to support with their knowledge and learning about EDI and to give additional confidence to have conversations about these issues in the workplace.

The EDI Manager meets with the EDI Coordinators and EDI Champions on a quarterly basis to share best practice, celebrate achievements, provide progress reports on their EDI Divisional Implementation Plan, provide advice and support.

Respectful Resolution framework

The Trust previously developed a Respect Campaign in partnership with the Staff Forum. Two training programmes were developed and delivered for managers and staff.

Respectful Resolution

Following a review of the Respect Campaign it was agreed that the Trust would introduce a new process for dealing with bullying, harassment and discrimination issues in the workplace, which was developed by A Kind Life.

A Kind Life has developed an online tool that deals with bullying and harassment in the workplace.

A recent study revealed the experience of those who had encountered on-the-job bullying:

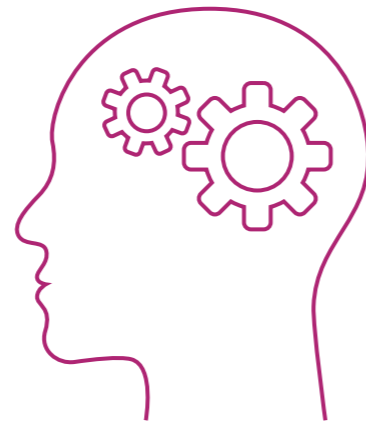
- 50% suffered from depression, loss of effect and flashbacks
- 60% experienced heart palpitations, raised blood pressure and insomnia
- 75% reported a loss of concentration, memory and overwhelming anxiety
- Over 80% felt they were in 'anticipation of the next negative event'

The Respectful Resolution pathway has been developed with other NHS Trusts and are finding the tools and to be practical and helpful. They are seeing less bullying and quicker, more positive resolution when poor behaviour does take place.

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EDI Training resources


To support the roll out of the Respectful Resolution framework a number of EDI training resources were purchased from Skill Boosters and Marshalls.



The EDI training courses and modules will be accessible on the Trust Christie Learning Zone in 2024.

2022-2023 has been a year of progressing with our plans and developing a Trust wide process of integration.





Keep up-to-date with all our news from
the latest Christie developments to charity events.

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