

# Equality, Diversity and Inclusion Annual Report 2023





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# Introduction

Worcestershire Acute Hospitals NHS Trust is committed to promoting equality of access, experience and outcomes for people who use our services, their carers, and our workforce. We understand that everybody’s journey through life is unique and individual to them, and value the importance of diversity and inclusion across our services, our workforce, and the wider Worcestershire community.

Our actions to improve staff experience in relation to Equality Diversity and Inclusion align with the Trust’s wider organisational strategic goals, specifically our People and Culture Strategy.

They also support our commitments to the NHS People Plan and the People Promise: ‘We are compassionate and inclusive.’

The information in this report represents the actions and progress undertaken throughout 2023 in compliance with our public sector duties to:

1. Eliminate unlawful discrimination, harassment, victimisation, and other conduct prohibited by the act.
2. Advance equality of opportunity between people who share protected characteristics and those who do not.
3. Foster good relations between people who share protected characteristics and those who do not.



It provides information about the work we have undertaken as a Trust with our EDI 7 Priority Plans and within our core services and outlines our priorities and plans for the year ahead.

# Foreword 2023



A compassionate and inclusive culture remains at the heart of Worcestershire Acute Hospitals NHS Trust, and the Trust Board remains committed to ensuring advancements that provide the greatest

improvement outcomes for people using our services, relatives, carers, staff, and the wider community.

As we face new challenges with cost-of-living increases and growing pressures felt across the NHS workforce nationally, we continue to demonstrate our Trust 4ward behaviours. We refreshed our Trust 4ward behaviours in 2022. We committed to taking demonstrable and responsive action to move beyond our previous EDI aspirations. This is a core aim within our Trust People & Culture Strategy. We will achieve this through our objectives to use data to address inequalities, promote Trust wide inclusive and diverse leadership and deliver appropriate care based on individual cultural identities.

Our work to tackle health inequalities continues to progress both locally and in partnership with the wider Worcestershire Integrated Care System partners. Through working together, we are better able to address local, regional, and national findings to advance equality and inclusion within Worcestershire. As a trust, we continue to ensure treatment and care are personalised and holistic and that our workforce is supported and enabled to thrive in the times ahead.

Here, at Worcestershire Acute Hospitals NHS Trust, we are striving to be a place where everyone feels safe to be open about their individual needs and personal characteristics and where everyone has equal access, experience and outcomes in their treatment, care, and employment.

We are proud of the achievements in the last 12 months but recognise there is much more for us to work on collectively. As you will see in this year's report, we continue to deliver our inclusion commitments. We know that actions speak louder than words, and we are making a deliberate and concerted effort across our 7 priority areas.

We will continue to listen, learn, and understand perspectives from all of our colleagues, with the help of our PPG and Staff Networks, to ensure everyone feels supported and able to contribute the best they can.

Our ambition is to make Worcestershire Acute Hospitals NHS Trust the best and most inclusive place to work by creating an environment where colleagues feel that they can perform to their full potential, regardless of background, identity, or circumstances. We want everyone in our organisation to feel valued, that they belong and that their contribution matters.

**Stephen Collman**

A handwritten signature in black ink that reads "Stephen Collman". The signature is written in a cursive style.

Managing Director

## How we use equality data

Throughout this report, we refer to important equality monitoring information about the people who use our services, our workforce, and the Worcestershire population.

When people join our organisation, either for care and treatment or employment, we ask questions about personal details, including protected characteristics such as age, ethnicity, and sexual orientation. This is known as equality monitoring information.

We want to ensure that people consistently receive high quality, effective services that meet their individual needs. To do this, we need to ensure we continue to understand what that range of needs is across our population so we can enhance and develop our services in order to meet growing and changing needs.

The Data Protection Act 2018 sets out strict rules in managing and using people’s personal information. Any information people provide to the organisation is held securely and confidentially on our electronic patient or staff record systems. When data is extracted for analysis in reports such as this one, it is anonymous. We analyse the anonymised information to identify and respond to any issues affecting groups of patients or staff which share certain protected, or other characteristics, or identify as part of certain groups.

We use this data and information to comply with a range of national standards relating to workforce equality that as part of our standard contract we are required to meet annually. These are currently:

- ▶ Workforce Race Equality Standard (WRES) report and action plan.
- ▶ Workforce Disability Equality Standard (WDES) report and action plan.
- ▶ Gender Pay Gap (GPG).

We are also using this data to work towards the new Equality Delivery System report (EDS2022) for NHS England.

# Equality Delivery System 2022

The Equality Delivery System (EDS) is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. The EDS was developed by the NHS, for the NHS, taking inspiration from existing work and good practice.

Implementation of EDS 2022 is a requirement of both NHS commissioners and NHS provider organisations. In light of the inclusion of EDS 2022 in the NHS standard contract, NHS organisations should use the EDS 2022 reporting template to produce and publish a summary of their findings and implementation.

The reporting template for EDS 2022 requires us to score ourselves against 3 Domains which are broken into 11 separate outcomes. Domain 1 focuses on how Trust services meet our population needs. Goal 2 and 3 focus on the Trust workforce.

## Domain 1 – Commissioned or provided services

### Outcomes:

1A – Patients (service users) have required levels of access to the service.

1B – Individual patients (service users) health needs are met.

1C – When patients (service users) use the service, they are free from harm.

1D – Patients (service users) report positive experiences of the service

## Domain 2 – Workforce Health and Wellbeing

### Outcomes:

2A – When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD, and mental health conditions.

2B – When at work, staff are free from abuse, harassment, bullying and physical violence from any source.

2C – Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment, and physical violence from any source.

2D – Staff recommend the organisation as a place to work and receive treatment.

## Domain 3 – Inclusive Leadership

### Outcomes:

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.

3B – Board/Committee papers (including minutes) identify equality and health inequalities related impacts and risks and how they will be mitigated and managed.

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.

## Workforce Race Equality Standard (WRES)

The 2020 Workforce Race Equality Standard (WRES) report is the sixth publication since the WRES was mandated, and it covers all nine indicators.

### WRES Indicators:

- ▶ 1 to 4: Workforce Indicators
- ▶ 5 to 8: Staff Survey Indicators
- ▶ 9: Board Representation Indicator

NHS providers are expected to show progress against the WRES indicators and publish their specific reports and action plans on their website as part of the National Contract.

The report has the following key roles:

- ▶ To enable organisations to compare their performance with others in their region and those providing similar services, with the aim of encouraging improvement by learning and sharing good practice.
- ▶ To provide a national picture of WRES in practice, to colleagues, organisations, and the public on the developments in the workforce race equality agenda.

Our WRES submission for 2023 shows that:

- ▶ There is still a significant under-representation; 7.3% of BAME staff

from Band 8a to VSM (**24** of **328** posts) and **11.3%** of Band 6 and 7 posts (**204** of **1848** available posts)

- ▶ Although there has been a decrease since 2021 in the relative likelihood of BAME staff entering a formal disciplinary process from **1.11** to **0.97** times more likely, this remains an area for improvement for the Trust.
- ▶ The likelihood of White staff being appointed after shortlisting compared with BAME staff has increased slightly from **1.51** to **1.68**.
- ▶ Although the number of respondents to the 2022 staff survey has slightly decreased from **2,826** to **2,432**, there has been a decrease in the number of BAME staff experiencing harassment, bullying or abuse from staff from **29.3%** (365 staff) to **26.7%** (348 staff) in 2022.
- ▶ **22.8%** (346 BAME staff) of respondents (2,436) have experienced harassment, bullying or abuse from service users, a decrease of 7.3% from Staff Survey 2021.
- ▶ The relative likelihood of White staff accessing non-mandatory training and CPD compared to BAME staff has fallen from **1.03** to **0.80**.
- ▶ The gap between BAME and White staff perception of equal opportunities for career progression is 11% lower than white colleagues (**45.8%** to **56.2%**). The BAME staff response for WAHT for this question is 1.2% below the BAME national average (**47%**).

Actions have been developed and aligned with the organisational and Divisional Culture Plans in response to the issues highlighted in the data.

Our WRES action plan can be found on our website: [www.worcsacute.nhs.uk/WRES](http://www.worcsacute.nhs.uk/WRES)

## Workforce Disability Equality Standard (WDES)

The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) which enable NHS organisations to compare the workplace and career experiences of disabled and non-disabled staff. NHS organisations use the metrics data to develop and publish an action plan. Year-on-year comparison enables NHS organisations to demonstrate progress against the indicators of disability equality.

### WDES Indicators:

- ▶ 1 to 3 Workforce Indicators
- ▶ 4 to 8 Staff Survey Indicators
- ▶ 9 Staff Survey Engagement Indicator
- ▶ 10 Board Representation Indicator

NHS providers are expected to show progress against the WRES indicators and publish their specific reports and action plans on their website as part of the National Contract.

The analysis of our data and published annual reports will enable us to benchmark ourselves across all trusts and national healthcare organisations.

### Our current WDES submission for 2023 shows that:

- ▶ **49.1%** of staff with a Long-term condition (LTC) or illness perceived that the Trust offers equal opportunities for career progression compared to **56.7%** of staff without an LTC of illness, a gap of **7.6** percentage points. This is an increase compared to the 2021 Staff Survey results (**4.1%**)
- ▶ Disability disclosure rates within ESR are as low as **2.96%** across all staff groups, and work needs to be done to increase staff's confidence to feel safe sharing information about their long-term health condition or disability.
- ▶ **11.2%** fewer disabled staff feel that the Trust values their work than non-disabled staff (**39.5%** to **28.3%**)
- ▶ Disabled staff are more likely to have experienced bullying, harassment or abuse from service users and staff; however, on a positive note, a relatively high proportion, **45.2%**, did report it, **1.6** percentage points higher than the 2021 figure.
- ▶ Disabled staff are **7.9%** more likely than non-disabled staff to feel pressure to attend work despite feeling unwell to perform their duties. In 2021, the figure was the same.
- ▶ This has reduced from **36.0%** to **29.2%** for disabled staff – which is an improvement over the past 4 years; however, the gap between disabled and non-disabled staff hasn't reduced as a consequence.

- The data shows we still have an issue with staff identifying as having a disability or long-term health condition (LTC). The ESR data for the same reporting period as the WDES shows that **202 (2.87%)** of staff have shared that they consider themselves disabled or have an LTC within their self-service staff record. However, in the staff survey, the WDES questions were answered by an average of **564 (8.02%)** of staff identifying as having a disability / long-term condition. This suggests that a significant number of staff are choosing not to share information about disability and long-term conditions with the Trust but are happy to do so in this anonymous and confidential annual staff survey.

Actions have been developed and aligned with the organisational Culture Plans to respond to the issues highlighted in the data.

Our WDES action plan can be found on our website: [www.worcsacute.nhs.uk/WDES](http://www.worcsacute.nhs.uk/WDES)

## Gender Pay Gap

Through analysis of the report's findings the challenge in our organisation and across Great Britain is to eliminate any gender pay gap. However, the gender pay gap should not be confused with equal pay.

Equal pay deals with the pay differences between male and females who carry out the same jobs, similar jobs, or work of equal value. It is unlawful to pay people unequally because of their gender and we support the fair treatment and reward of all staff irrespective of gender or any other protected characteristic.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings, e.g., women earn 15% less than men. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female, and male participation, and how effectively talent is being maximised.

The snapshot for Gender Pay Reporting is 31 March 2023. Gender Pay Gap data for the Trust is:

- The Trust's mean gender pay gap is **29.9%**
- The Trust's median gender pay gap is **18.85%**
- The Trust's mean bonus gender pay gap is **42.59%**
- The Trust's median bonus gender pay gap is **41.11%**
- The proportion of males receiving a bonus payment is **3.93%**
- The proportion of females receiving a bonus payment is **0.39%**

The Trust does not offer a bonus scheme to staff. However, some of our clinicians are entitled to apply for a Clinical Excellence Award; this accounts for the bonus section of our report.

### Worcestershire Acute Hospitals NHS Trust Gender Pay Gap Comparison Data

Snapshot Date	31st March 2020	31st March 2021	31st March 2022	31 March 2023
<b>Mean Gender Pay Gap</b>	31.70%	31.70%	30.80%	29.90%
<b>Median Gender Pay Gap</b>	15.80%	16%	18.28%	18.85%
<b>Mean Bonus Gender Pay Gap</b>	42.80%	39.70%	45.24%	42.59%
<b>Median Bonus Gender Pay Gap</b>	52.50%	40.10%	35.63%	41.11%
<b>Males Receiving Bonus Payments</b>	6.30%	5.90%	4.57%	3.93%
<b>Females Receiving Bonus Payments</b>	0.50%	0.50%	0.44%	0.39%

## Workforce Disability Equality Standard (WDES) Innovation Fund 22/23

We were delighted to be successful in bidding for funding from the NHS Workforce Disability Equality Standard Innovation Fund (WDES), which has been introduced across the NHS to advance disability workplace equality. This funding is being used to enable and encourage people with a disability or long-term condition to apply for roles within the Trust.

As part of a more comprehensive programme of work in conjunction with all the Trust Staff Inclusion Networks, we have developed an innovative response to our WDES, WRES and staff survey data to improve the outcomes for staff with protected characteristics known locally as our Culture Plans. Priority 2 of this plan is Recruitment and Talent Development, which aims to improve our recruitment and promotion opportunities for staff and potential applicants with protected characteristics.

Our successful WDES Innovation fund enabled us to push our job vacancies, including apprenticeships, directly to potential applicants with a disability or long-term condition and to provide potential applicants with additional information and support on the application, shortlisting, and interview process, including a level of support which will be available through a link directly to our staff Disability Network.

We held an in person job's fair which was a chance for potential applicants to

understand the roles available in the NHS and give them a link to further information if they wish to apply. We also hosted a virtual network meeting open for all staff as a disability educational awareness session. We then ran a virtual Meet the Employer's event in partnership with Evenbreak. The desired ambition of this project was to see a marked increase in applications from potential employees with a disability, which will lead to a rise in appointments in conjunction with our Culture plan.

# Organisational Behavioural Charter

The Charter that was launched in 2022 lays down the commitment from the Trust that any member of staff experiencing or reporting violence, aggression, bullying, harassment and discrimination from patients, visitors and colleagues will be fully supported to speak up and ensure that appropriate action is taken, and sanctions applied where necessary.

As a Trust, we have a clear stance that our staff MUST be able to come to work without fear of violence, abuse, harassment or discrimination from colleagues, patients, or visitors.

We are continuing to socialise our charter with the establishment of the Charter Project group covering 4 key areas within the Trust.



## 1. Zero Tolerance Statement

As a Trust, we believe that everyone should be treated equitably. This means that we

fully support and encourage any staff, patient or visitor who is experiencing/has experienced, or has witnessed, any form of discrimination, harassment or bullying to come forward and tell us and to receive support and advice; no act is considered too small to be addressed. With the launch of the Health & Safety processes, we are routinely issuing yellow and red card letters when instances are reported.

Our Zero Tolerance statement is now displayed in all prominent areas of the Trust and provides all staff, patients, and visitors with examples of behaviours that will not be tolerated. We also used October Culture Month as a real opportunity to promote this further Trust-wide. During 23/24, we will be incorporating our commitments and approach to sexual safety in the workplace.

## 2. Charter and Behaviours

The Charter sets out the organisational commitment to fully support staff who experience violence, aggression, bullying, harassment, and discrimination and take appropriate action when required. Behind our Charter are examples of inappropriate behaviours and ways in which staff, patients and visitors can report these appropriately. The Organisational Development (OD) team is now part of the preceptorship induction programme to promote both the 4ward Behaviours and the Behavioural Charter.

## 3. Safe to Speak Up

The lead Freedom to Speak Up Guardian has worked closely with both the internal incident reporting team and the Behaviour

Charter project group over the last 12 months to help us improve the process of staff speaking up.

## 4. Legislation and Policy

The Charter development prompted a programme to update and develop new policies and processes to complement the Charter. The HR team have worked to ensure that our internal Grievance, Disciplinary and Dignity at Work policies can support managers in fulfilling their requirements. This work has continued during 2023, with HR representatives being part of the Charter Project group developing improvements to the processes. The main themes of project group work have been focused on improving the communication between all parties involved in an HR process, along with the support all parties receive during these processes. Additionally, we will be strengthening the promotion of the Early Resolution options that are available trust wide. Furthermore, HR has rolled out new Training for managers on the Dignity at Work Policy.

The work in these 4 key areas has allowed us to further build on the Charter work to ultimately create a culture that is safe & supportive when colleagues speak up and where we can monitor reports of violence, abuse, harassment, or discrimination and identify when these may have been of a discriminatory nature.

# Inclusive Recruitment

We launched our Trust-wide Inclusive Recruitment practices in April 2022. Focussed on Management roles Agenda for Change (AFC) Band 8a and above within the Trust. We decided to focus on this banding as our analysis showed we needed to do more to improve the visibility of underrepresented groups.

To ensure consistency throughout the Trust, managers were provided with a new toolkit explaining the new requirements of this programme of work.

To encourage applicants from BAME, Disabled and LGBTQ+ backgrounds, the Trust expanded the scope of the guaranteed interview scheme to include applicants from this demographic who meet the essential criteria of the role.

A new role of recruitment champion has been introduced at both the shortlisting and interview stages to ensure that these processes are evidence-based free from bias. Their role is to identify and explore further issues of culture, and behaviour, where staff may be being treated less favourably, potential discrimination and unconscious or conscious cultural bias. All of these could be present, observed and ignored during informal or formal processes. The Recruitment champion's role is to be curious about these issues, make them transparent and create dialogue to establish the potential impact on the outcome.

The Trust implemented NHS Jobs 3 during 22/23, which is a new recruitment platform for the Trust. Additionally, the Trust has also expanded its recruitment team. The

Recruitment team plays a crucial role in advocating for Inclusive recruitment practice.

During 23/24, we reviewed our Inclusive Recruitment practices and highlighted both some areas of impact and further improvements to make.

This programme of work will assist us to:

- ▶ Increase confidence in the formal process for staff and applicants with a protected characteristic.
- ▶ Improve the quality of opportunities for staff with protected characteristics within the workplace.
- ▶ Increase our representation in Leadership roles.
- ▶ Help the Trust in its programme to improve our WRES, WDES and staff survey data.

## Education and Training

We offer our staff the opportunity to improve their knowledge and skills through education and training. We want our people to develop their careers in a supportive environment.

We have strong links with our local and regional universities, so we can offer a diverse career pathway with opportunities to progress in specialist areas, professional development, and clinical education.

### Corporate Induction

Colleagues joining the Trust will undertake a corporate induction day to welcome them to the team and to introduce them to our way of working. During the induction, colleagues will complete their Fire Safety mandatory training and during their induction period, they will be guided through their mandatory and essential-to-role training.

### Mandatory Training

Mandatory training is the core training which all staff must complete when they join the Trust and at regular intervals throughout their employment. This training will give colleagues the skills and knowledge needed to keep our patients, staff, and everyone's information safe.

### Clinical Education

Our clinical education covers everything our staff on the front line will need to give patients safe, efficient, high-quality care. From our Nursing, Allied Health Professionals

and Midwifery development to clinical skills programmes and simulation facilities, the Trust offers a comprehensive range of development for all clinical staff.

### Career development

We have a real focus on developing our people, with numerous routes into careers with the Trust, including apprenticeships and graduate programmes.

All staff will complete annual appraisals to maintain progress and identify opportunities for development for the coming year.

Those who wish to take their careers to the next level will be able to take advantage of mentorship programmes and leadership development packages to help them grow within the organisation.

### More training and education

Colleagues who have any further training requirements during their time with us are encouraged to ask about the training funds often available to fund external courses, including degrees and other qualifications.

### Libraries

We have modern libraries based across the county, Rowlands Library at Worcestershire Royal Hospital, Redditch Health Library at the Alexandra Hospital, Kidderminster Health Library at Kidderminster Treatment Centre, and Evesham Health Library at Evesham Community Hospital.

The library team is made up of information professionals dedicated to providing a responsive evidence-based information service to Worcestershire Acute Hospitals NHS Trust staff.

These facilities offer support for all staff and students in finding high-quality, evidence-based information to support patient care, research, and education.

The libraries are open 24/7 (accessible with a Trust ID card), with counters open during office hours. Many of our libraries' resources are available online, accessible from any device.

## Education Centres

The on-site education centres at Worcester, Redditch and Kidderminster hospital sites provide modern facilities where we can provide ongoing training to our staff.

The centres host much of the education and training that takes place for Trust staff, as well as undergraduate and postgraduate students and trainees. All lecture theatres and seminar rooms are equipped to provide the best education and designed to offer innovative ways of teaching.

## Online Platforms

ESR is our online learning tool and provides a convenient way for staff to access their mandatory training records, book training and receive reminders. ESR also gives access to hundreds of education resources to further colleagues' development wherever they are at a time that suits them.

## Apprenticeships

Apprenticeships have quickly become an integral part of our staff retention and development over the years, and we are incredibly proud of the EDI stats that have come from the Department of Education that we have recently received.

ESFA / Department for Education Apprenticeship Levy Data Reporting 2021-22			
Reporting	For starts during period: Aug 20-July 21	For starts during period: Aug 21-July 22	For starts during Period: Aug 22-July 23
Overall Achievement Rates (Gov Benchmark 67%)	67%	72%	70%
New Starts	76	115	114
Withdrawals	10	13	17
BILs (Break in Learning)	14	8	27
Out of Funding	8	23	19
Apprenticeship EDI STATS (based on new starts in period)			
Disability/SEND		10.8%	19.8%
Young People 16-24		18.3%	16.7%
Disadvantaged Areas		14.8%	17.5%
BAME		13.5%	7.0%
Female in STEM (digital/science/pharmacy/engineering)		62.5%	25.0%

The apprenticeships that these stats refer to, range from helping Early Talent and Careers bloom with a Level 2 Customer Service Apprenticeship, developing our next generation of Nurses by enrolling them onto our current Healthcare Assistants onto the Level 5 Nursing Associate Apprenticeship, and supporting our leaders of tomorrow take their next steps with ILM Team Leader Apprenticeships, and Level 7 Chartered Manager Degree apprenticeships.

Whatever the career goal, or needs are for our staff, Worcestershire Acute Hospital NHS Trust is keen to support, and develop everyone from all walks of life.

# Staff Inclusion Networks

## Disability Network by Donna Scarrott, Network Chair

We are an active network of allies and colleagues who are living, working, or caring for someone with a long-term condition or disability.

The aim of the network is to provide a platform to share experiences and good practices and to examine challenges and opportunities in the workplace to create a culture whereby all staff feel valued, supported, understood, and treated with dignity, respect, and kindness.

As a network, we have been key to the introduction of Disability leave into current policy, along with guidance for managers in the application of this policy provision.

We have also been working with Evenbreak to assist the recruitment of disabled people into the trust, following the successful NHS WDES innovation fund award of £10,0000, along with a workshop on inclusive recruitment, a meet the employer event and an in-person job fair.

Recently, we have seen the launch of the Health Ability Passport into the trust to support managers and employees with managing their disability / long-term condition in the workplace. This provides a document held by the individual which outlines their long-term condition and how they manage this in the workplace. It is also a platform for the employee's reasonable adjustments to be recorded and reviewed at regular intervals.

The network has also been a place for individuals to seek advice and support in obtaining reasonable adjustments within the workplace; we can facilitate and support conversations with other teams within the Trust.

A good example of this was a member of staff that struggled with some steps from the staff car park (on the WRH site), up to the main building, as there was no handrail. By facilitating conversations with the Estates and Facilities department, a handrail was fitted to support that member of staff and future staff in getting to work safely.

In the next 12 months, we hope to see a vice Chair elected to support the network, this is currently in process and will help support the development and growth of the network.

We will be showcasing the network as part of October Culture Month and joining in with a concert event at the end of the month at the Worcester Cathedral.

The network will also be working on the Level 2 accreditation on the Disability Confident Scheme, as a stepping stone to becoming Disability Confident leaders, in the view that this accreditation will provide assurance to future applicants and employees that we are leading the way when it comes to inclusive recruitment.

## LGBTQ+ Network by Luke Simonds, Network Chair

2023 has continued to see the LGBTQ+ grow in strength and numbers, with a particular welcome to our new Vice-Chair, Bec Harris (she/her).

The main focus for the network this year has been working on the action plan from the NHS Rainbow Badge Assessment. We are delighted that we now have over 250 NHS Rainbow Badge champions within the Trust who have all attended a face-to-face training session on LGBTQ+ Healthcare Awareness, which provides our champions with the information that they need to support their LGBTQ+ colleagues and patients. Our champions will now have the opportunity to attend a second session, which will support them in becoming active bystanders when they see discrimination within the workplace.

With the help of our colleagues who have lived experiences, we have launched two new policies to support our transgender patients and colleagues at the Trust, with a particularly useful toolkit for managers on how to support their colleagues who are transitioning whilst at work. A number of Trust policies have also been reviewed to ensure that they are inclusive of all members of the LGBTQ+ community.

Work has continued on making the Trust a more inclusive environment, and colleagues and patients will notice inclusive posters across all sites and the ability for staff to now display their pronouns on their name badges.

The next twelve months will see further work in achieving a higher status on the

NHS Rainbow Badge assessment. We plan to introduce a new 'essential to role' training package, to ensure that all colleagues in the Trust have some basic awareness training, which we hope will help to decrease micro-aggressions and discrimination in the workplace.

Work is also underway with the Estates team to ensure that inclusive facilities are provided across all sites. We will also prepare a Workforce Sexual Orientation Equality Standard, with similar indicators to our WRES and WDES reports to allow us to analyse the experiences of our LGBTQ+ colleagues and form our ongoing strategy. We will also continue to engage with the community and are looking for members of the LGBTQ+ community to join our Patient and Public Forum. Finally, we would like to ensure that all members of the LGBTQ+ community are represented at the trust and increase the interaction between our fellow staff networks.

## Black Asian Minority Ethnic (BAME) Network by Reena Rane, Network Chair

We are a network of BAME colleagues and allies working together to help create a culture where all staff and patients feel supported, cared for, and treated with dignity, kindness, and respect, regardless of their race or ethnicity.

We meet biweekly to progress three key areas:

- Support and Advocacy
- Training and Education
- Recruitment and Retention

## Past 12 months achievements

The Network has recently elected 2 vice chairs to improve networking and support to their BAME colleagues. Through outreach to colleagues in their work areas, the network has been able to increase awareness of the group and works closely with the Deputy Chair and executive colleagues to advance the group's agenda.

The BAME network is very actively involved in October Culture Month, where they will be showcasing diversity and inclusivity. This includes cultural showcases in all three sites with a variety of activities.

The network works closely with the local community and university to increase awareness of racial discrimination. The BAME network at Worcestershire Acute Hospitals NHS Trust has launched a career progression support group to assist members in their career development. By addressing the need for more awareness in career progression, the group aims to support members of the BAME network with signposting, coaching, and encouraging them to achieve their personal goals. Additionally, this aims to address the Trust's recruitment, retention, and employee experience challenges.

## The Faith and Spirituality Network the Revd. David Ryan, Network Chair

The network is the newest of the staff inclusion networks, and this last year has seen the network develop on a firmer footing.

Our network aims to provide staff with a "Safe space" where individuals

can express their beliefs and concerns without discrimination, harassment, and victimisation. It is there as well to enable staff to communicate with patients and colleagues appropriately, and to provide advice and guidance on how patients' religious and philosophical beliefs can be met by all members of staff, aligning with the Trust 4Ward behaviours.

As we develop, we now have a structure of regular monthly meetings, we're glad to have elected David Chamberlain, who is a Buddhist, as our Vice Chair. There are now over 20 members of the Network and over 100 supporters identified. The Network Chairs have started meeting together during the year, which has been mutually supportive.

### For the future, our short-term objectives include:

- ▶ To work within the Trust's Equality and Diversity structure, including collaborating with other networks, committees, and groups in the Trust to achieve its aims.
- ▶ To support the Trust Culture Month in October, especially through the Faith Network Day in the first week.
- ▶ Provision of educational opportunities for the network to allow further education of Trust colleagues, and to work with community faith leaders to this end.

### For the long term beyond 2023:

Assist in formulating new and reviewing existing policies and procedures to ensure that colleagues and patients are not disadvantaged.

- ▶ Support the organisation to attract, recruit and retain staff of all faiths and none, in line with the Trust's inclusive and diverse values.
- ▶ Provide learning and development opportunities within the Trust's training and education offer, available for all staff.
- ▶ To encourage Trust volunteers with a faith or belief to be part of and become members of the Network.
- ▶ To liaise with other Faith Networks in the SWFT partnership.



## Our Trust Workforce Data:

Our aim is to ensure our staff create a positive working environment and promote a culture of high trust where our people work together and feel motivated and confident to challenge and be innovative.

A key objective is to recruit and retain a workforce which is representative of the communities we serve, and to provide an environment that values the differences people bring with them, where they feel safe and supported throughout their career.

As of 31 March 2023, the Trust employed 7,015 members of staff, which is an increase of 209 staff since last year's Annual EDI report.

The profile of our staff, across the protected characteristics, is shown in the charts below, noting that we have no data on Gender Reassignment.

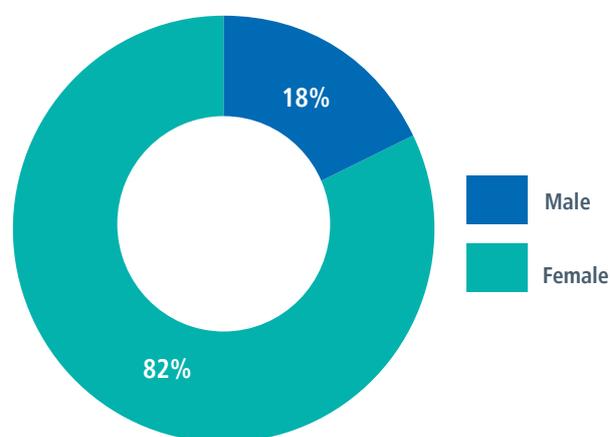
Our data is representative of our local area; the BAME population within Worcestershire is 6.2% according to the 2021 Census data from National Online Manpower Information System (NOMIS) provided through the Office for National Statistics.

The workforce data below and the data from our Staff Survey, WRES & WDES reports will support conversations within, amongst others, the Equality and Diversity (IDEA) Committee and People and Culture Committee and help us to further investigate and address any areas of concern as well as celebrate areas of success for inclusion and diversity.

Our Trust staff have the right to leave equality and diversity data categories unspecified if they wish to.

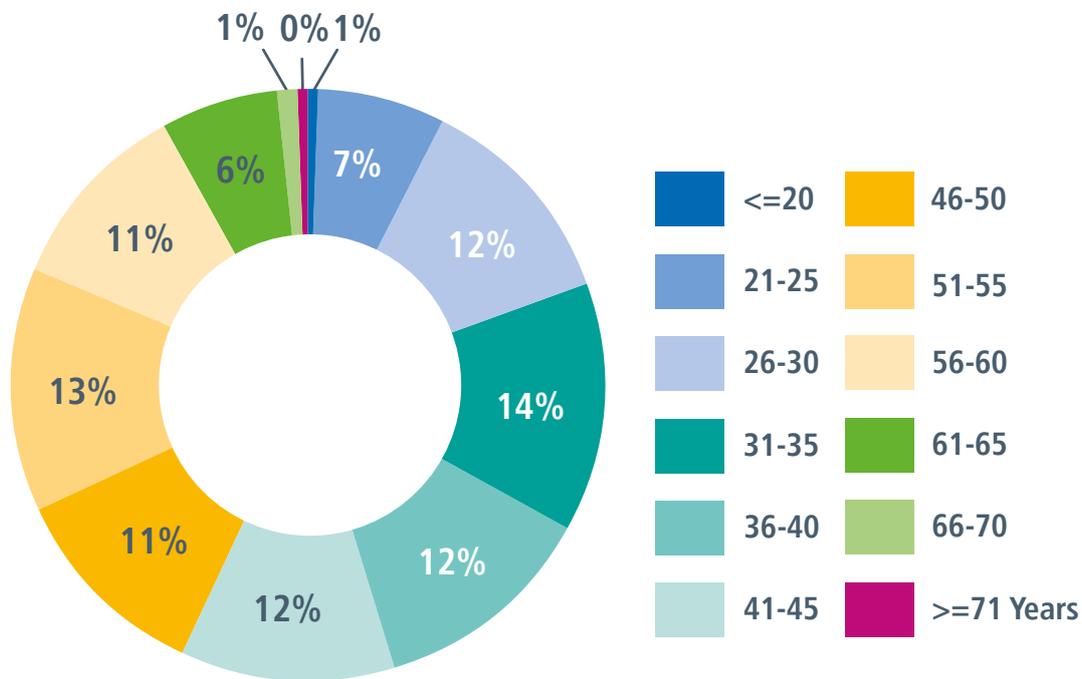
### Gender Profile

Our gender profile shows that our workforce is predominantly female.

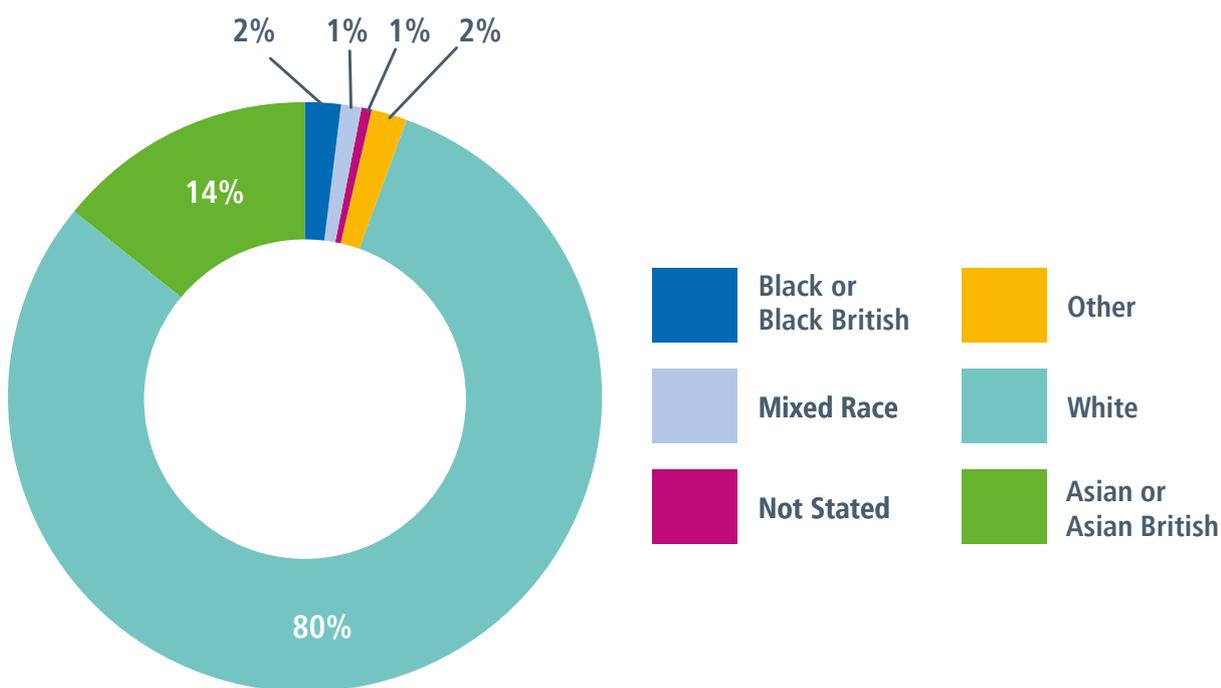


## Age Profile

Our age profile shows that are staff range in age from late teens to over 71 years of age.

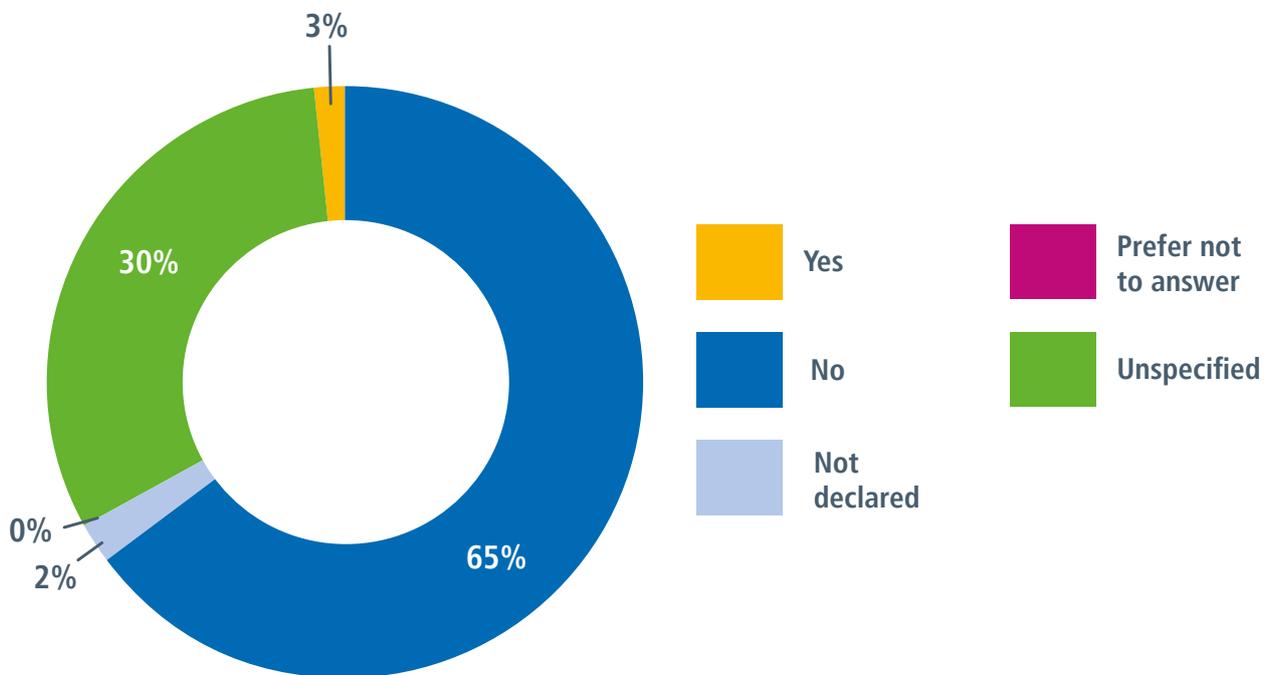


## Ethnicity Profile

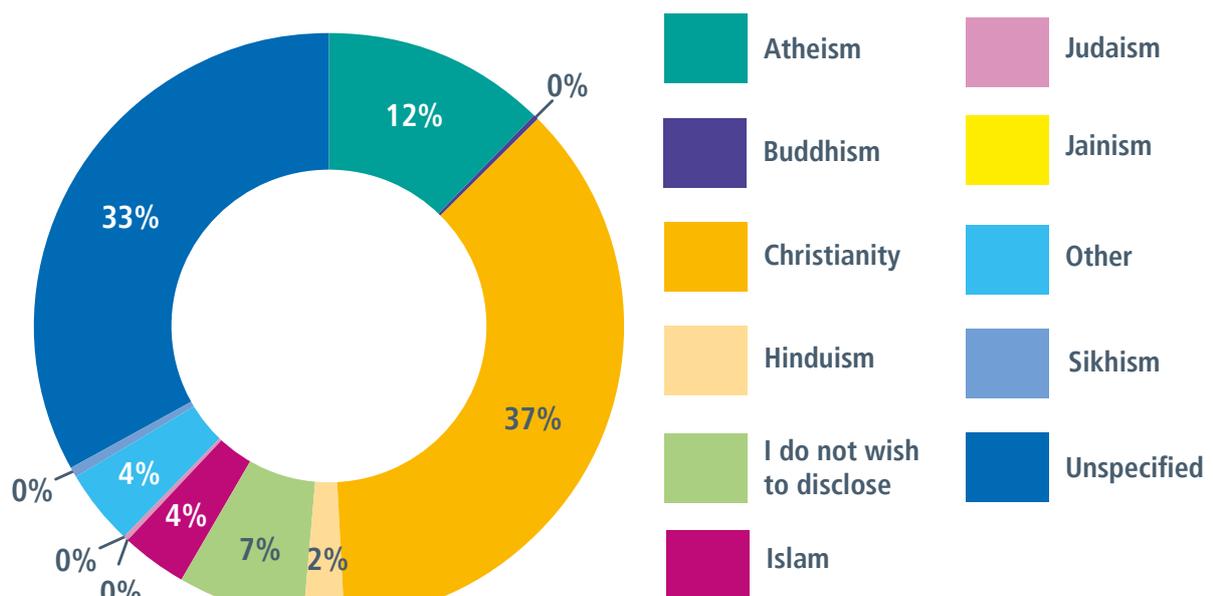


## Disability Profile

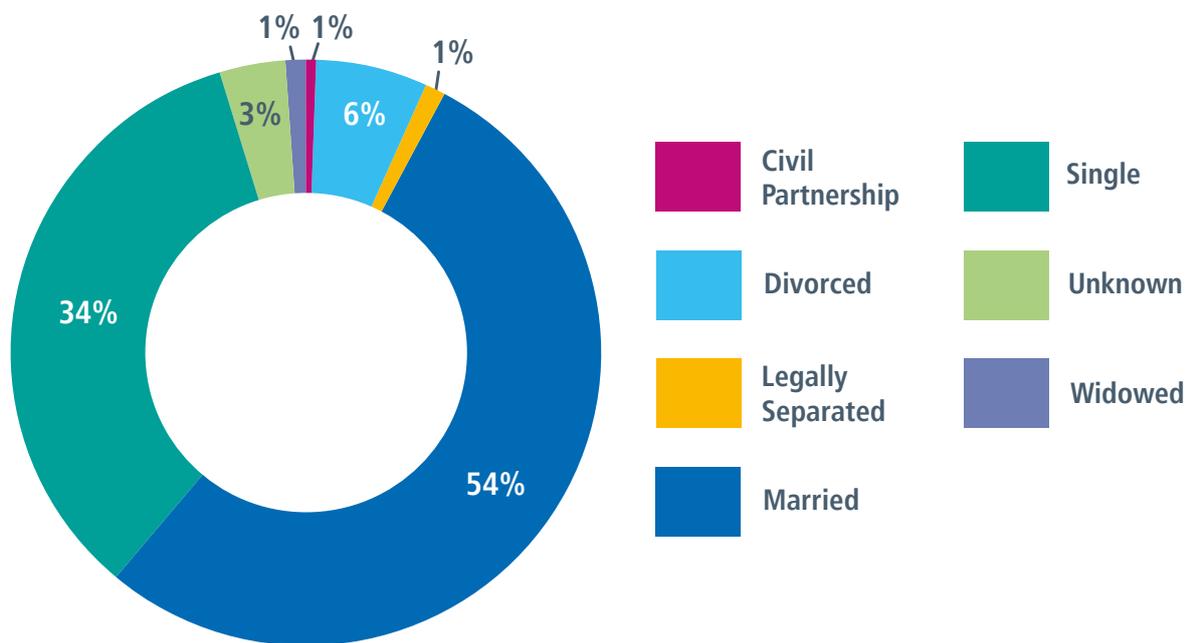
Whilst the majority of our staff have informed us that they do not have a disability, a large percent (30%) has decided not to specify.



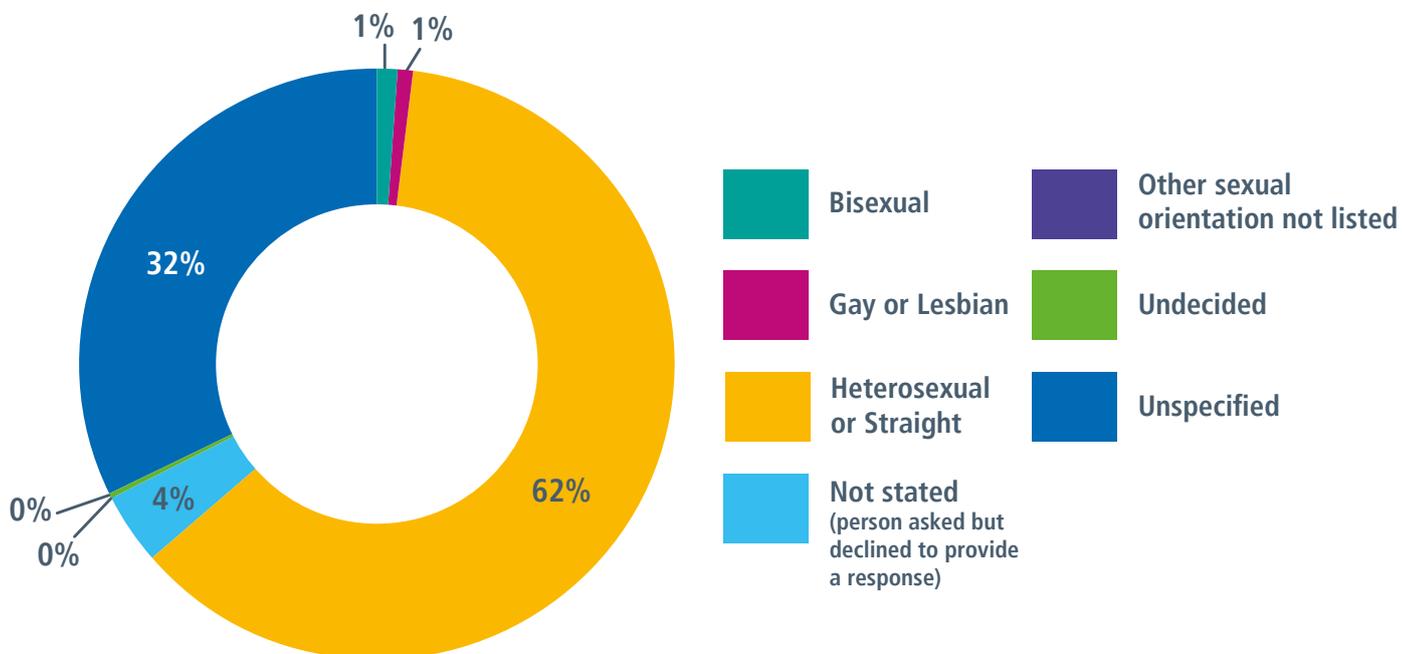
## Religious Beliefs Profile



## Marital Status



## Sexual Orientation Profile



# Starters and Leavers Data

## Starters

<b>Gender</b>	<b>Women</b> 1007 (76%)			<b>Male</b> 317 (24%)		
<b>Age</b>	<b>30 and under</b> 558 (42%)		<b>31-50</b> 556 (42%)		<b>51 and over</b> 210 (16%)	
<b>Disability</b>	<b>No</b> 548 (42%)		<b>Yes</b> 26 (2%)	<b>Unspecified</b> 743 (56%)		<b>Not declared</b> 7 (0%)
<b>Ethnicity</b>	<b>White</b> 881 (67%)	<b>Asian/Asian British</b> 310 (23%)	<b>Black/Black British</b> 51 (4%)	<b>Other</b> 36 (3%)	<b>Mixed</b> 42 (3%)	<b>Unspecified</b> 4 (0%)
<b>Religion/ Belief</b>	<b>Christianity</b> 589 (44%)		<b>Other religions</b> 239 (18%)		<b>Atheism</b> 287 (22%)	<b>Unspecified</b> 209 (16%)
<b>Sexual Orientation</b>	<b>Heterosexual</b> 1131 (85%)		<b>LGBTQ+</b> 66 (5%)		<b>Unspecified</b> 127 (10%)	

## Leavers

<b>Gender</b>	<b>Women</b> 822 (74%)			<b>Male</b> 286 (26%)		
<b>Age</b>	<b>30 and under</b> 383 (34%)		<b>31-50</b> 430 (39%)		<b>51 and over</b> 295 (27%)	
<b>Disability</b>	<b>No</b> 735 (66%)		<b>Yes</b> 23 (2%)	<b>Unspecified</b> 337 (31%)		<b>Not declared</b> 13 (1%)
<b>Ethnicity</b>	<b>White</b> 820 (74%)	<b>Asian/Asian British</b> 174 (16%)	<b>Black/Black British</b> 52 (4%)	<b>Other</b> 32 (3%)	<b>Mixed</b> 21 (2%)	<b>Unspecified</b> 9 (1%)
<b>Religion/ Belief</b>	<b>Christianity</b> 380 (34%)		<b>Other religions</b> 186 (17%)		<b>Atheism</b> 185 (17%)	<b>Unspecified</b> 357 (32%)
<b>Sexual Orientation</b>	<b>Heterosexual</b> 786 (71%)		<b>LGBTQ+</b> 26 (2%)		<b>Unspecified</b> 296 (27%)	

## Recruitment Data

The table below shows the recruitment activity from 1 April 2022 – 31 March 2023.

	Number of Applications	As % of Total Applications	Number Shortlisted	As % of Total Shortlisted	Number Appointed	As % of Total Appointed
Ethnicity (White)	3372	41.55%	1980	66.76%	528	76.30%
Ethnicity (All Other)	4625	56.99%	952	32.10%	158	22.83%
Ethnicity (Undisclosed)	118	2.27%	34	1.15%	6	0.87%
<b>Total Ethnicity</b>	<b>8115</b>	<b>100%</b>	<b>2966</b>	<b>100%</b>	<b>692</b>	<b>100%</b>
Gender (Female)	5204	64.13%	2190	73.84%	552	79.77%
Gender Male)	2888	35.59%	766	25.83%	139	20.09%
Gender (Undisclosed)	23	0.28%	10	0.34%	1	0.14%
<b>Total Gender</b>	<b>8115</b>	<b>100%</b>	<b>2966</b>	<b>100%</b>	<b>692</b>	<b>100%</b>
Age profile (Under 24)	848	10.45%	350	11.80%	86	12.43%
Age profile (24 - 44)	5829	71.83%	1876	63.25%	436	63.01%
Age profile (45 - 59)	1278	15.75%	660	22.25%	154	22.25%
Age profile (60 - 74)	158	1.95%	79	2.66%	16	2.31%
Age profile (75+ )	1	0.01%	1	0.03%	0	0.00%
Age Profile (Undisclosed)	1	0.01%	0	0.00%	0	0.00%

	Number of Applications	As % of Total Applications	Number Shortlisted	As % of Total Shortlisted	Number Appointed	As % of Total Appointed
<b>Total Age Profile</b>	<b>8115</b>	<b>100%</b>	<b>2966</b>	<b>100%</b>	<b>692</b>	<b>100%</b>
Disability (Yes)	221	2.72%	124	4.18%	28	4.05%
Disability (no)	7795	96.06%	2791	94.10%	655	94.65%
Disability (Undisclosed)	99	1.22%	51	1.72%	9	1.30%
<b>Total Disability</b>	<b>8115</b>	<b>100%</b>	<b>2966</b>	<b>100%</b>	<b>692</b>	<b>100%</b>
Sexual Orientation (Heterosexual)	7452	91.83%	2720	91.71%	636	91.91%
Sexual Orientation (LGBTQ+)	448	5.52%	183	6.17%	42	6.07%
Sexual Orientation (Undisclosed)	215	2.65%	63	2.12%	14	2.02%
<b>Total Sexual Orientation</b>	<b>8115</b>	<b>100%</b>	<b>2966</b>	<b>100%</b>	<b>692</b>	<b>100%</b>
Religion (Christianity)	4133	50.93%	1369	46.16%	320	46.24%
Religion (All Other)	2630	32.41%	851	28.69%	143	20.66%
Religion (Atheism)	831	10.24%	505	17.03%	156	22.54%
Religion (Undisclosed)	521	6.42%	241	8.13%	73	10.55%
<b>Total Religion</b>	<b>8115</b>	<b>100%</b>	<b>2966</b>	<b>100%</b>	<b>692</b>	<b>100%</b>

## Our Workforce EDI Priorities

The Trust Board and the Staff Inclusion Networks have been central to setting our ambition to improve workforce diversity and inclusion.

Our WRES, WDES and staff survey data has shown that staff with protected characteristics are still at a disadvantage whilst working for and or applying for roles within the Trust.

These priorities are action orientated and intended to encourage and create high impactful change. By definition, they are intended to improve understanding of equality, diversity and inclusion. At the same time enhancing the sense of belonging in our NHS, our Trust and now the wider Foundation Group.

### The priority areas are:

**Priority 1** - Building the confidence to Speak Up

**Priority 2** - Recruitment and Talent Management

**Priority 3** - Staff Health and Wellbeing

**Priority 4** - Leadership with Compassion and Inclusivity

**Priority 5** - Tackling the Equality Gap

**Priority 6** - Strengthening Staff Networks

**Priority 7** - Information and Education

The 7 Priority plans set out the Trust priority actions and outcomes; these have been further developed into Divisional priority actions and outcomes.

To ensure we are making progress against our outcomes, each Division will be provided with a heatmap. The organisational and Divisional heatmap are monitored on a quarterly basis through the People and Culture Committee and the Culture subgroup.

Currently, the KPIs have been set to align with the model employer expectations and the targets within the WRES, WDES, Rainbow Badge feedback and Staff Survey reports to bring us in line with the best-performing Trusts nationally.

During the past 12 months we have continued to work closely with, and to engage our Divisional leadership teams to agree their priorities and to develop a programme of work for 2023 / 24 to achieve their outcomes.

To enable the entire Trust to improve at once, work has commenced appointment of members of the Divisional management teams as Senior Responsible officers (SROs). The SRO from each Division attends the Trust People and Culture steering group and acts as a conduit for Equality Diversity and Inclusion.

This will ensure that the Divisions are aware of the current projects and priorities of the Staff Inclusion Networks and the wider People and Culture committee. The SRO provides a monthly update the committee with the programme of work taking place within the Division in regard to the plans and provide a quarterly update on progress against their Divisional dashboard.

## 1. Building the confidence to Speak Up

- ▶ Increase staff engagement score from 6.6 to 7.4 by Staff Survey 2023.
- ▶ Increase the staff survey score - My organisation acts on concerns raised by patients/service users from 63.7% to 71.0% in line with the staff survey national average by Staff Survey 2025.
- ▶ Increase the % of staff responding positively to the staff survey question - I feel safe to speak up about anything that concerns me in this organisation from 55.8% to 60.3% national average by 2025.

## 2. Recruitment and Talent Development

- ▶ 99% of B8a interviews will use specific questions related to race, equality and inclusion by 2023.
- ▶ 99% of B8a and above recruitment to have interview guarantee by April 23.
- ▶ Improve the score for staff survey question - My organisation acts fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age from 54.7% of staff to 65% staff by 2025.

## 3. Staff Health and Wellbeing

- ▶ 90% of managers and Leaders trained in providing Health and Wellbeing conversations by 2025.

- ▶ We will improve the staff survey score for BAME, Disabled and LGBT colleagues saying the "Trust takes positive action on health and well-being" (from BAME 51.5%, Disabled 44.0%, LGBT 42.5% in 2022 to 56.4% by 2025).

## 4. Leadership with Compassion and Inclusivity

- ▶ Increase the organisational staff survey score for Compassionate Leadership from 6.7 to 7.5 in line with the best organisation by April 2025
- ▶ Work to increase the Staff Survey score for my immediate manager is interested in listening to me when I describe challenges I face from 66.2% to 68% by Staff Survey 2023.
- ▶ Increase our score for the Staff Survey question - I think that my organisation respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc.) from 66.7% to 68.8% by Staff Survey 2023.

## 5. Tackling the Equality Gap

- ▶ Reduce likelihood of BAME staff entering the formal disciplinary process from 0.97% to 0.35% in line with white staff by WRES Report 2023.
- ▶ Work to eliminate the gap in relative likelihood of staff with a protected characteristic being recruited or entering a disciplinary process by utilising the Recruitment Champion programme and staff network representatives at short listing stage or during the ER process.

## 6. Strengthening the Staff Networks

- ▶ Ensure that Staff Networks are formally constituted as part of the governance structure and be financially supported with executive sponsorship.
- ▶ Increase the declaration rate for staff with a Disability or LTC from 1.19% to 9.1% in line with staff answering the WDES staff survey questions by 2025.

## 7. Information and Education

- ▶ 90% of managers to have completed the Unconscious Bias training package by 2025.
- ▶ Increase the relative likelihood of BAME, LGBTQ+ and Disabled staff accessing non mandatory training and CPD from 95% to 98% by 2024 in line with white staff.

## Achievements so far and work areas for 2023/24

### Priority 1 - Building confidence to speak up.

#### What have we acted on.

- ▶ We have launched the organisational Behavioural charter to provide staff, patients, and visitors to our organisation a framework of acceptable behaviour.
- ▶ Improved our mechanisms for reporting unacceptable incidents.
- ▶ Produced an Organisational zero-tolerance statement.

#### In 2023/24 we will

- ▶ Increase the confidence with staff to report incidents of Discrimination, violence, and aggression by fully investigating all reported incidents, taking appropriate action when required and feeding back the outcome of the investigations to staff.

This will help us increase the percentage of staff feeling confident that the organisation acts on concerns raised, increase the number of staff saying that they feel safe to speak up and raise concerns and reduce the number of staff experiencing bullying, harassment, violence, aggression, and discrimination at work.

### Priority 2 - Recruitment and talent development

#### What we have acted on.

- ▶ We have introduced a new inclusive recruitment approach for senior roles within the organisation.

- ▶ We have developed and commenced delivery of Recruitment Champion Training sessions as part of the inclusive recruitment approach.
- ▶ We have acquired a number of places for staff to attend the RCN cultural ambassador training programme through our system partners.

### **In 2023/24 we will**

- ▶ Continue to embed the inclusive recruitment programme for senior roles and expand to all leadership roles within the organisation by 2025.
- ▶ Increase our staff representation in leadership roles in line with the model employer guidance by 2025.

This programme of work will assist us in increasing the likelihood of BAME staff being appointed from shortlisting and increase our representation in leadership roles as part of our WRES responsibilities.

## **Priority 3 - Staff health and wellbeing**

### **What we have acted on.**

- ▶ Embedded Wellbeing Conversations and the new Wellbeing Conversation Facilitator role
- ▶ Introduced a Financial Wellbeing Hub to support staff with cost-of-living crisis.
- ▶ Introduced a Meal Vouchers initiative to support staff.
- ▶ Re-established fast track Musculoskeletal Physio service for staff

- ▶ Launched Staff Psychological Wellbeing Service. Providing preventative and timely psychological support for staff through self-referral; as well as team and service based bespoke interventions, workshops, and training.
- ▶ Introduced Menopause Toolkit and support package for staff.
- ▶ Introduced Working Carers support package for staff.
- ▶ Staff access to Happy Cafés and monthly Wellbeing Webinars showcasing a variety of topics.
- ▶ Delivered a Wellbeing Matters Day for 100 staff.

### **In 2023/24 we will**

- ▶ Provide dedicated wellbeing spaces for staff on all Trust sites
- ▶ Ensure access to basic necessities (hydration & nutrition) for staff
- ▶ Provide virtual MSK support for staff
- ▶ Provide healthy food initiatives
- ▶ Provide appropriate changing facilities for staff on all Trust sites
- ▶ Embed healthy leadership behaviours into all Leadership Job Descriptions

This will increase the organisations overall staff survey score for staff agreeing that their manager takes a positive interest in my health and well-being and BAME and LGBTQ+ members of staff feeling that the Trust takes positive action on health and wellbeing in line with the best performing trusts.

## Priority 4 – Leadership with compassion and inclusivity

### What we have acted on.

- ▶ We have sourced and trained members of staff to deliver and launch the Franklin Covey Leadership programme, including 7 Habits of highly effective people and 4 Essential Roles of leadership and Unconscious Bias. This training will be offered to all managers and leaders.
- ▶ We have launched both the Full-day Unconscious bias programme and have also responded to the operational demand by designing and rolling out a 1-hour taster session for unconscious bias.
- ▶ Developed an Equality Impact training package for all staff who develop policy, strategy and business and service plans.

### In 2023/24 we will

- ▶ Continue to fund and deliver more licences for the Franklin Covey Leadership programmes.
- ▶ Increase the delivery of the Unconscious Bias Franklin Covey Programme
- ▶ This will lead to an increase our overall staff survey score for compassionate leadership in line with the best performing trusts nationally. The work will also increase in the organisational score for the Staff Survey question - I think that my organisation respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc.) in line with the national average.

## Priority 5 – Tackling the ethnicity gap in employee relations

### What we have acted on.

- ▶ Identified the number of BAME, Disabled and LGBTQ+ staff applying, being shortlisted, and being offered senior roles within the organisation.
- ▶ We have started work with our divisions to identify staff with a protected characteristic entering the formal disciplinary process.
- ▶ Started a programme of work to take effective action against managers and leaders who make decisions that have subsequently been deemed bias or discriminatory.

### In 2023/24 we will

- ▶ Continue to work to gain a truer understanding of our staff profile within the organisation and understand the concerns linked to declaration rates for BAME, LGBTQ+ and disabled colleagues.
- ▶ Continue our work to eliminate the gap in relative likelihood of staff with a protected characteristic being recruited or entering a disciplinary process by developing and implementing a positive action process where appropriate.
- ▶ This will help us reduce the relative likelihood of a member of staff with a protected characteristic entering a formal disciplinary process and work towards reducing the relative likelihood of this within our WRES and WDES reports.

## Priority 6 – Strengthening staff networks

### What we have acted on.

- ▶ We have supported the LGBTQ+ Staff Network in completing the first phase of their work towards the Rainbow badge accreditation.
- ▶ Agreed protected time for Staff Network Chairs to carry out Network business.
- ▶ Successful bid to improve the recruitment offering for applicants with a disability through the Workforce Disability Innovation Fund.

### In 2023/24 we will

- ▶ Continue to support our Networks to provide a safe space for any member of staff.
- ▶ Ensure that all of our staff who wish to play an active role in Staff Inclusion Networks are given the appropriate time and support at a local level.
- ▶ We will continue to support and champion all action plans that are generated by Network activity.
- ▶ Engage with our staff networks to support the organisation to make the right decisions first time.
- ▶ By formally constituting our staff inclusion networks as part of our governance structure we will send a positive message to staff that we are an inclusive organisation who respect diversity and equality for all. This will enable us to build up the confidence with staff to declare a protected characteristic.

## Priority 7 – Information and education

### What we have acted on.

- ▶ Through our Culture plan we have maintained compliance with national EDI mandatory training.
- ▶ We have introduced a number of new training programmes to raise awareness of Equality, Diversity and Inclusion within our leadership structures.
- ▶ Taken positive action to promote national and regional training opportunities to staff with a protected characteristic.

### In 2023/24 we will

- ▶ Ensure that all managers and leaders have the skills required to lead with compassion and create an inclusive culture within their areas of responsibility.
- ▶ Continue to promote opportunities for staff with a protected characteristic to access non-mandatory CPD and education.
- ▶ This will lead to an increase in staff with a protected characteristic accessing non-mandatory training and CPD and increase our overall staff survey score for compassionate leadership in line with the best performing trusts nationally. The work will also increase in the organisational score for the Staff Survey question - I think that my organisation respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc.) in line with the national average.

## Freedom to Speak Up (FTSU)



**By Melanie Stinton - Freedom to Speak Up Guardian and Lead 4Ward Advocate.**

Following the failings at Mid-Staffordshire NHS Hospital Trust, the subsequent inquiry

led by Sir Robert Francis determined that each and every Trust in England should have a Freedom to Speak Up Guardian who staff could speak to in confidence and without risk of detriment. This Guardian would not be a part of the formal organisation of each Trust but should be part of the National Freedom to Speak Up network.

I was appointed as the Trust’s Freedom to Speak Up (FTSU) Guardian in 2020. I have worked in the Trust for over 25 years - most recently in a clinical capacity as Matron in Maternity, I am now full-time in my FTSU role and this now incorporates Lead 4ward advocate, staff experience and Civility and respect Lead. I am also Mental First Health trained, professional workplace mediator, a professional midwifery advocate and currently completing my apprenticeship in workplace coaching.

My role is supported by FTSU champions spread across our three sites, and all divisions, and together we promote the Freedom to Speak Up programme and listen attentively to any member of staff who has any concern about any form of inappropriate behaviour within our Trust. This is now incorporated into the 4ward advocate

training so that we have a wider group of staff that have a knowledge of FTSU.

The key benefits for staff are principally two-fold. The first is the therapeutic support of the Guardian or Champion, who, as an independent person, is pro-actively listening and supporting the staff member’s concern. Staff can often find it difficult to raise a concern and to have someone who can share and understand it is a major help.

The second benefit is that the Guardian will agree with the member of staff on a process to support the resolution of their concern. This may entail obtaining support and assistance from relevant senior managers. The obvious result here is to seek to resolve the issue and enable the staff member to return to a more stable and enjoyable work environment.

We have had over 430 cases raised in the last four years and we endeavour to continually update each member of staff raising the concern on the progress and the resolution of their concern. Some cases can be resolved quite quickly; others - particularly if there is a link into an existing investigation - can take more time.

We launched our Freedom to Speak up portal in October 2020, which has given staff greater accessibility and ease to report concerns and have recently added this to the staffing app and produced a QR code. This has seen an increase in reporting and enables staff to confidentially raise their concerns and track the progress them via a unique code. We have also recently added protected characteristics to the portal at

the request of the staff networks which enables us a deeper dive and gives greater intelligence. We now have a feedback form for the portal so that we can capture any improvements that we can make.

## 4Ward

Putting Patients First



Our 4ward behaviours are a proven, evidence-based method to help us all behave at work in ways which will support more effective team working, build a shared sense of purpose and empowerment and promote a more positive working environment – for the benefit of colleagues, our patients, and the community that we serve. The programme is supported by an increasing number of 4ward advocates – colleagues from across the Trust who have already made a commitment to positively demonstrate our 4ward behaviours in their day-to-day work. But we want every member of staff to become an advocate and champion 4ward in our hospitals.

The re-launch of the 4ward advocate training began in January this year. It incorporates education on all the staff networks, this enables the promotion and signposting to these to promote the inclusion and equality agenda. It ensures that the 4ward behaviours are the golden thread running through everything we do and, underpinned with civility and respect, promote a positive culture.

### Our signature behaviours:



We Do What We Say  
We Will Do



We Plan For No Delays,  
Every Day



We Listen, We Learn,  
We Lead



We Work Together,  
We Celebrate Together

# Patient Experience

## Putting Patients First

We want to ensure that our hospitals and services are as accessible as possible for people across our local community. We have a vital role to play in supporting health inequalities and ensuring that everyone who needs to use our services can access the support that they need in a dignified way and based on individual need. This person-centred approach is fundamental to everything that we do because we know that good access to healthcare services can improve quality of life. It is important to us that our services can be accessed by all members of our local community regardless of age, disability, race, religion or belief or sexual orientation for example.

We have continued to develop and build on our collaborative approach – working with

our local community, to support learning, awareness of good practice and to support our ability to provide good experiences of care. This approach is fundamental to us and our ability to deliver good care moving forwards and we thank our local partners, organisations and individuals across the community who continue to engage with us on our continual journey of quality improvement.

In this year’s annual report, we begin with an overview of our developments to support autistic patients and patients with a learning disability. We will be building on our progress into 2023-2024 to ensure that we are meeting the needs of our patients to deliver effective care.

**An overview of our year, engaging with our patients and our communities with a focus on equality and diversity:**



## Setting our Standards - Learning Disability:

We actively engaged in the Learning Disability Improvement Standards benchmarking for NHS Trusts between November 2022–January 2023 which involved an annual survey and data collection. Our learning has supported the creation of a Learning Disabilities Improvement action plan that will inform our work over the coming 12 months.

## Learning Disability Awareness

As part of Learning Disability Awareness Week in June 2023 we raised awareness and shared guidance with our hospital staff about how we can work together to support patients and achieve our Learning Disability Standards. This included:

- ▶ Treating every patient as an individual.
- ▶ Being calm and supportive in our approach.
- ▶ Clearly recording patient likes, dislikes and reasonable adjustments to improve patient experience.
- ▶ Using active listening skills and effective communication with the patient's relatives/next of kin to gain valuable information about the patient. Working closely with our Acute Liaison Nurses for Learning Disabilities who will be able to provide support and advice.
- ▶ Promoting resources available including **Sensory boxes and the Sunflower symbol** (the NHS universal symbol to identify someone who has a learning disability and/or autism).

## Learning Disabilities and Autism Training

Following the publication of the "Who I Am Matters" report, published by the Care Quality Commission, sharing experiences in hospital for people with a learning disability and for those with autism, the Integrated Care Board (ICB) is leading on the roll out of "Oliver McGowan mandatory training on learning disability and autism".

**We began pilot training in August 2023** for staff across our Patient Services teams.

The training is aimed at supporting all of our staff with the opportunity to improve their knowledge of supporting patients with a learning disability and/or autism; this will enhance the care and support provided to patients and their families.

## Patient Voice - Learning Disability

To support us to review progress with our Learning Disabilities Improvement action plan and continue to learn from the patient and family experience, we began holding quarterly Learning Disability steering group meetings from September 2023 with our staff and external stakeholders.

We also started monthly review meetings in September 2023 to review progress with the action plan across staffing groups where we discuss our Quality Improvements.

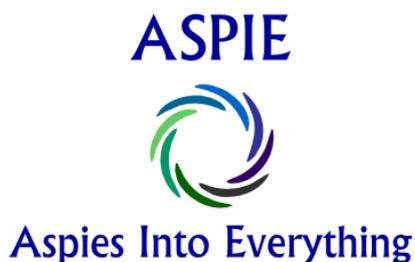
An important focus at our meetings will be on "lived experiences" and we will have representation from carers and/or patients with a learning disability and/or autism. We would like to thank our local partners and we would also like to thank Healthwatch for their support and engagement.

## Autism Awareness

We supported the Herefordshire and Worcestershire Autism Strategy engagement survey "Let's Talk About Autism!" in Autism Week on 24<sup>th</sup> March 2023 with all of our staff, the Patient and Public Forum and our Inclusion, Diversity, Equality and Accessibility committee.

Communication was also shared with staff via our Worcestershire Weekly communications.

We have started work on our Autism Policy and we look forward to developing this alongside and with local partners.



We would like to thank ASPIE, for so warmly welcoming us to bring our Big Quality Consultation survey 2022–2023 to Vesta Tilley House in Worcester to support a platform for people living with Asperger’s to share their experiences through our survey.

We asked staff at Aspie what we could do as a hospital Trust to support patients with autism and Aspie advised us to deliver **“Oliver McGowan training”** for our staff. We are pleased to have started to deliver this training from August 2023 at our Trust.

Aspie is a social, self-help and motivation group for adults with Asperger’s Syndrome (Aspies). We look forward to continuing to work together with the launch of our next survey.

## Quality Assurance in partnership

Quality Assurance Visits (QAVs) are internal unannounced visits to Wards and Departments that focus on how well services are providing high-quality care that

is safe, effective, and compassionate. These visits are supported by a team of specialist nursing leads, external partners such as representatives from the Integrated Care Board (ICB) and members of the Patient and Public Forum (PPF).

Between September 2022 and September 2023, the PPF supported 8 QAVs across our hospital sites. The PPF as part of these visits, speak directly with patients about their experiences in our hospitals. This informs us about good practice and where and how we can do better.

The main areas the PPF assess on these visits includes:

- ▶ Person-centred care including #CallMe and communication
- ▶ Dignity and respect
- ▶ Ensuring patients' food and drink needs are met
- ▶ Pain management
- ▶ Patients being able to ask questions and give feedback to those providing patient care.

***“Members of the PPF have been part of the team on most of the Quality Assurance Visits this year.*”**

***We feel we are an equal member of the team and have been recently assured that patients’ concerns as part of their journey within the Trust to the area being reviewed are now being addressed at our request.”***

***Rosemary, PPF Member***

## Patient Representation and Partnership

Patient representatives came together with our staff from across Divisions and Departments at 5 formal Patient and Public Forum (PPF) meetings from September 2022–September 2023. These meetings and the approach, supports our commitment to involve patients, carers, and local people in the services we provide.

Patient and Public Forum members are linked with other organisations and community groups, and we would like to thank the PPF for their ongoing collaboration with regular audits, hospital visits, overseeing our plans and quality assurance, helping with patient communication, and speaking with patients and feeding this back to us.

We would like to thank the Patient and Public Forum for their support with many different projects throughout 2022–2023 which has included:

- ▶ Helping us to gain feedback from the public through our “We Welcome Feedback” project in Patient Experience Week and the Big Quality Conversation survey.
- ▶ 9 Efficacy Audits and a Cleanliness visit to support our Facilities and Infection Prevention teams.
- ▶ Supporting shortlisting for our Volunteer and Staff Recognition Awards.
- ▶ Attending a number of meetings and committees.
- ▶ Reviewing patient leaflets and information – and supporting

the development of accessible communication through our Outpatients Transformation project.

- ▶ Actively engaging with our 4ward Single Improvement Programme and work streams.
- ▶ Sharing lived experiences to support the development of projects to address health inequalities.

***“The PPF meetings provide a much needed and valuable platform for working with the Trust on patient care and experience. Being able to contribute in this way is essential, empowering, and beneficial in celebrating successes and improving quality of care.”***

Elizabeth, PPF Member

## Improving quality of care with patient representatives:

We created a new programme of audits in 2022–2023 and we would like to thank the PPF for their continued engagement in these programmes. These audits focused on specific aspects of patient experiences.

Examples of our audits to support our learning about the patient experience in four key areas are below:

- ▶ Patients who were placed in a corridor for part of their stay in hospital.
- ▶ Patient comfort in the Discharge Lounges.
- ▶ Nutrition and Hydration.
- ▶ Mouth Care.

We are always looking for ways we can improve the patient experience and the quality of care we deliver and to support this we have implemented a “You Said, We Did” Log.

This is used as a method to record any requests for considerations or escalations highlighted by members of the PPF during their visits and audits and outlines our actions required in response.

The Log is one tool that provides both the PPF and internal stakeholders like our Trust Board with assurance - importantly it also supports us to close the loop on feedback.

Updates are regularly shared back at PPF meetings to demonstrate the actions we have taken in response to feedback.

***I have felt treated as an equal partner on all visits I’ve been part of, whether it was Quality Assurance, Efficacy, Nutrition and Hydration and Oral Care. Staff have been welcoming, allowing me the privacy to talk with patients which supports getting honest feedback. The staff on The Quality Teams have been proactive in taking on board everything I have said and taken immediate action. For example, one really hot day I noticed the water jugs by lunch time required replenishing, it was reported, and I went home, by the time I got home, I received an email informing me that all jugs were being replenished across the Trust and a new action to make sure that in hot weather checks would be in place every lunchtime. I was impressed that one remark not only was taken seriously but***

***was acted upon immediately. I enjoy these visits immensely and feel that the I am a valued member of the Team.***

*Lizzie PPF member*

## Carer Aware

We were pleased to be a partner in the assessment and evaluation for the Worcestershire County Council contract for an Adult Carers Hub in October 2022. This supports a countywide Commitment to Carers and demonstrates the different ways we work with our partners across Worcestershire.

We updated our website in 2023 to make sure that information is up to date; this includes signposting for carers to understand key information that is available locally, with a focus on the Carers Hub.

We are part of the local Carers Partnership and the Carers Reference group to support different ways to gather feedback and work in partnership.

We have continued to welcome carer representatives on our Patient and Public Forum and at our Patient, Carer and Public Engagement steering groups. We would like to thank the Worcestershire Association of Carers for their ongoing support and collaboration.

## A spotlight on our approaches to support patients and their families who are Living With and Beyond Cancer:

- ▶ The Living with and Beyond Cancer Team (LWBC) delivered two Health and Wellbeing events in 2022–2023 for patients, supported by Clinical Nurse Specialist Teams, Psychology Professionals, Active Always and Primary and Social Care partners. Both events have evaluated well with patients, and we look forward to our next events.
- ▶ We have continued to support our Clinical Nurse Specialists with their established patient support groups, and we are working with our Upper GI team to support them in starting a palliative care support group for their patients.
- ▶ The Cancer Services App developed by LWBC team is now Live. We actively share this with patients, relatives, and carers as well clinicians (to support patients). The app is a tool with information and signposting to partner organisations to assist Living With and Beyond Cancer. Information on the app is available in over 100 languages to support patients from all backgrounds.
- ▶ The LWBC team led by our Lead Cancer Nurse continues to build relationships with partners locally. This includes partnership with the Primary Care Macmillan GP Lead and Primary Care staff to support development across the Health Inequalities West Midlands Cancer Alliance Agenda.

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## Cancer Services Mobile App

**What is it and who is it for?**

- A free download resource for anybody affected by cancer and those who support people living with and beyond cancer.
- A resource for professionals to support those affected by cancer.

**What information does it contain?**

- Information about the hospitals, the treatments you may have, and the teams you may meet.
- Information about services that may help you, e.g. Macmillan Cancer Support, Worcestershire Macmillan Citizen's Advice.
- Signposting to other services and organisations that may be able to offer support to you and those that support you.
- An events calendar, keeping you up-to-date on what's happening near you.
- Information about other organisations and services.
- Patient stories and support groups.
- Contact information for services involved in your care.

**For more information or to suggest content for the app:**  
Please contact the Living With & Beyond Cancer Team on:  
[wah-tr.lwbc@nhs.net](mailto:wah-tr.lwbc@nhs.net)

[Download the Healthzone UK App now!](#)



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## Cancer Services Mobile App

**How to download:**

- Either click on the relevant link below (digital version) or scan the QR code to access the Google Play or Apple App Store to download the app:
 

Google Play (for Android devices)




Apple App Store (for iPhones)



- Install the app: **HEALTHZONE UK**
- Open the app and search for **WORCESTERSHIRE CANCER SERVICES:**
- You should be taken to the **Worcestershire Cancer Services App** which looks like this:





## External partner collaboration

We are part of local partnerships to support our external networking, our ongoing engagement, to help us understand local community feedback and how we can work with local partners to support equality, diversity, and accessibility as an ongoing conversation. These partnerships in 2023–2024 have included, **The Carer’s Partnership and Carer’s Reference Group, IAG / SI partners collaborative group** (Inclusion, Accessibility and Sensory Impairment), **Worcestershire Engagement Network, Volunteer Leads Forum, and Worcestershire Association of Carers.**

One example of how we have collaborated with partners for the benefit of the local community is the approach we took as part of Deaf Awareness Week in June 2023. We shared community feedback with our partners that there is confusion across the local d/Deaf community about how different organisations work with providing British Sign Language Interpreters. To help to address this we were part of a joint “system-wide” communications project to produce a poster to help explain how each organisation works. We hope this is the start of more collaboration.

**BSL Interpretation Services in Worcestershire**  
This leaflet has some useful links and QR codes for BSL users. The service you're visiting will arrange an interpreter for you.

**Police, Fire, Ambulance (Emergency Services)**  
Contact 999 BSL for Video Relay: [999bsl.co.uk](http://999bsl.co.uk)  
999 BSL UK Emergency Video Relay Service

**Emergency Text Service**  
To contact the police, fire or ambulance service in an emergency.

**Worcestershire County Council (WCC)**  
If you are supported by a service from the County Council they will arrange an interpreter for you. For help from the council scan the QR code below or visit: [worcestershire.gov.uk](http://worcestershire.gov.uk)

**Worcestershire District Councils**  
To find and contact the local council where you live scan the QR code below or visit: [worcestershire.gov.uk/contact?district-councils](http://worcestershire.gov.uk/contact?district-councils)

**Department of Work and Pensions (DWP)**  
BSL video relay service. Scan the QR code below or visit: [connect.interpreterslive.co.uk/vrs?lic=DWP](http://connect.interpreterslive.co.uk/vrs?lic=DWP)

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**NHS GP and Dental Services**

Reception Staff will book an interpreter for you  
List of GP contact details: [www.nhs.uk/Services/Trusts/GPs/DefaultView.aspx?id=154218](http://www.nhs.uk/Services/Trusts/GPs/DefaultView.aspx?id=154218)  
List of Dental Services: [www.nhs.uk/nhs-services/dentists/how-to-find-an-nhs-dentist](http://www.nhs.uk/nhs-services/dentists/how-to-find-an-nhs-dentist)

**NHS Worcestershire Acute Hospitals**

**Worcestershire Acute Hospitals Trust**  
NHS staff will book interpreter for you.  
To check a booking: <https://www.word360.co.uk/check-a-booking>  
In an emergency send a text message to 07887 622 746 to get an interpreter.  
Need an Interpreter for your next appointment BSL film: <https://qrco.de/bbJ1mQ>  
We work with Word360.

**NHS Herefordshire and Worcestershire Health and Care NHS Trust**

**Herefordshire and Worcestershire Health and Care NHS Trust**  
(Malvern, Pershore, Evesham, Tenbury Community Hospitals, Prince of Wales Community Hospital Bromsgrove, Wyre Forest Ward, Kidderminster Hospital, Worcester City Inpatient Unit)  
Contact Action Deafness who will book a interpreter

**Action Deafness**   
Email: [enquiries@actiondeafness.org.uk](mailto:enquiries@actiondeafness.org.uk)  
Text: 07947714040  
Online Booking: [actiondeafness.org.uk/services/interpreting/interpreting-booking-form](http://actiondeafness.org.uk/services/interpreting/interpreting-booking-form)

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## Young People's Voices

We contacted local community groups in July and August 2023 to find out young people's views to inform the early development of a new Paediatric Assessment Unit at Worcestershire Royal Hospital which is due to open in 2024.

We would like to thank Worcestershire Youth Cabinet, Children in Care and Young Carers for their ideas about how to provide a sensitive environment for children and young people with a focus on colours, signage, and Wayfinding. Feedback from these young people and learning from a visit to Birmingham Children's Hospital has been shared with the Children's Department at the Hospital and will be presented at a Hospital Project Board in September 2023.

## Person centred patient care

Our national award winning #CallMe initiative which supports us to call patients by their preferred name won a second award in November 2022 at our Trust Recognition Awards. These awards are selected by panels of staff and patient representatives and recognised how this simple measure can support with patient identity and communication and provide comfort and reassurance.

## What's next?

We will continue to do what we say we will do and have #CallMe conversations with our patients so that it becomes standard practice in our hospitals. We will monitor this through formal reports, regular meetings, and audits.

We will also continue to share the success and learnings from #CallMe with other NHS organisations and leading health bodies, so that they can adopt the same approach and share #CallMe across the NHS.

## The Big Quality Conversation 2022–2023:

Putting Patients First  
**award**

**NHS**  
Worcestershire  
Acute Hospitals  
NHS Trust

# THE BIG QUALITY CONVERSATION

Join the conversation to **share your experiences** in our hospitals and **help us plan for the future**

**How effective was the care/treatment you received?**

**Help us to improve our services**

**100% Anonymous**

**How safe did you feel in our care?**

**Your feedback is important to us**

**Help us understand best practice**

**Share your opinion**

**To complete the survey visit:**  
[surveyhero.com/c/BigQualityConversation23](https://surveyhero.com/c/BigQualityConversation23)

**TO USE THE QR CODE:**  
Open your camera and point your device at the QR code. Click the notification that appears on your screen and this will take you to the survey.

Survey closes: 5 March 2023

Published January 2023

Our annual survey helps us to engage with patients, relatives and carers who use our services so we can understand what is important to them.

It also helps us understand how people feel about the quality of our services, how carers feel about their involvement in care planning and treatment, and it helps us to better understand the experiences of people who may be living with a health inequality.

We had **889** responses to our survey. This was an increase of **52%** on 2021–2022.

We used the feedback to inform our Quality Priorities for 2023–2024 and we shared the details in our Quality Account.

- ▶ Our survey was available in 95 languages in comparison to 40 the previous year.
- ▶ We created an Easy Read (paper survey) in partnership with the local charity SpeakEasy N.O.W
- ▶ We created a British Sign Language film in 2023 to explain our Big Quality Conversation survey with the local d/Deaf community and encourage people to share feedback.
- ▶ We held survey workshops with the local d/Deaf community at “Deaf Coffee Morning”.
- ▶ We supported patients with a learning disability to take part on the survey with Learning Disability Liaison Nurses
- ▶ We took our survey to Aspie, a social self-help and motivation group supporting adults with Asperger’s Syndrome
- ▶ We delivered 9 Hospital based engagement sessions across our three hospitals supported by Patient Representatives and volunteers.
- ▶ We engaged with our local Prison Service
- ▶ We reached out to individuals and groups through a social and local media (press) campaign (including dedicated Community Groups and District Councils engagement)

- ▶ We asked our local partners from across health, local government, and the voluntary sector for example to help share our survey.

## Our Quality Priorities - a focus on health inequalities

We have shared our Quality Priorities in our 2022-2023 Quality Account, and we will report on the progress we have made in our 2023-2024 Quality Account. These reports are available on our website:

[www.worcsacute.nhs.uk/AnnualReports](http://www.worcsacute.nhs.uk/AnnualReports)

One of our priorities is a commitment to involve our patients, their relatives, and carers in decisions about their healthcare and to be given information in a way that they can understand.

Our focus will include clear and sensitive communication, continue to engage with the d/Deaf community to develop services and resources, continue to develop accessible guides and raise awareness of these with the public and our staff and we will focus on digital innovation to support patients who do not communicate in English as a first language.

We have created an Easy Read survey results poster for the first time, and we would like to thank Healthwatch, SpeakEasy N.O.W, AccessAble, Word360 and a patient representative with a visual impairment for sharing detailed feedback and supporting development.

We will explore ways that we can feed back to the local community in the future to ensure that as many people as possible are

aware of our survey and how we are acting on feedback.

## **Patient Stories: sharing my story in my way**

We have continued to provide opportunities for patients to share their experiences and stories in their own way. We have continued to share some of these stories at our Trust Board meetings which are streamed live on YouTube and are available to watch as recordings via our website. These stories are shared at the start of our Board meetings, to remind everyone about our purpose of Putting Patients First. These stories support our ability to understand the patient experience directly from our patients themselves and we provide space at these meetings to discuss and reflect on areas of improvement alongside sharing examples of good practice.

We have included below two examples of patient and family stories that were shared at our Trust Board from 2022–2023.

Building on the foundation laid in previous years, we have continued to provide this space for our patients, their families, and carers to support us to make continuous improvements. In September 2023, our Trust Board was presented with a compelling story of a patient and their loved ones' experiences of their journey through dementia diagnosis to end of life to our Trust Board, highlighting the importance of holistic and individualised care.

In December 2022, we held the first public board meeting since the start of the Covid19 pandemic and we would like to thank our local community for coming to

share experiences from the local d/Deaf community so openly with us. Our learning from this meeting and from our engagement throughout 2022–2023 informed our actions in Deaf Awareness Week later in 2023.

## **Patient Stories – supporting partnership and leadership:**

In November 2022 we held our first #Stepping4Ward to the future with partners and patients from across Worcestershire to help us develop our strategy into 2025 and beyond about what it is like to be a patient and a clinician in a post Covid19 world and how we can work with our partners to achieve success with some of the biggest challenges facing healthcare.

Held at Worcestershire Cricket Ground, we shared patient stories with everyone attending the event in advance and these stories shaped our discussions through focused workshops on the day. These stories were taken from experiences shared with us by our patients, they focused on health inequalities and were aligned with key areas in our 3-year strategic plan.

On the day we welcomed a patient who shared their personal experience of living with and beyond cancer who alongside a consultant working in this area, highlighted good practice and challenges across healthcare.

This event helped everyone who attended to understand the patient voice at the heart of strategy development and delivery. There is clear value in actively involving and putting patient and carer voices at the front and centre of what we do. This event supported

our ability to genuinely involve patients and carers, to collaborate and create an opportunity for involvement in co-design.

We would like to thank stakeholders from across the community for joining us, including patient and carer representatives and local charities. Themes from the day included the importance of personalised care plans, the value of continued engagement and involvement of patient groups, improved links to the voluntary and community sector and the importance of improved patient and carer communication. Underpinning this was the value in continuing to improve the collection of/acting on patient feedback.

At the event we created space to look ahead to the opportunities that the future holds and discuss how we and our partners across healthcare and the community can get ourselves organised for success. This is about taking steps together and working with our patients and carers with the key theme “nothing about me without me”.

***“It was great to be in the room together with partners working collectively across organisational boundaries to find solutions to complex issues and health inequalities.*”**

***Harnessing the vast experience and knowledge of voluntary and community organisations as well as social enterprises through events such as this creates a powerful approach in achieving bigger improvements as a whole system – together we can achieve more!”***

Esther VCSE Strategic Lead for Worcestershire

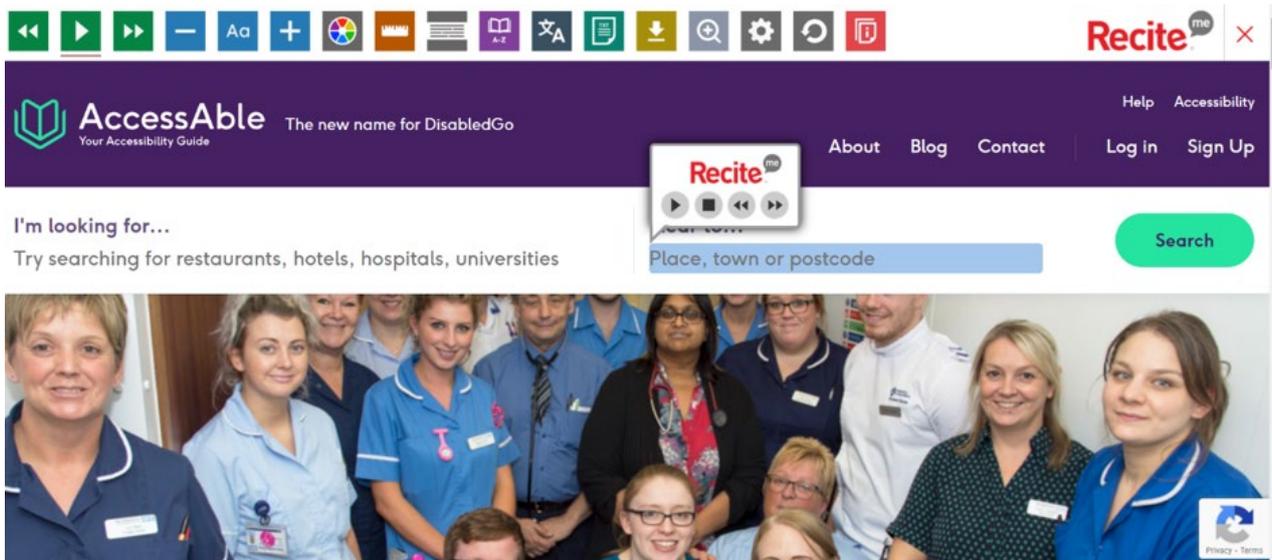
We will build collaboration into how we move forwards through our 4ward Single Improvement System to support continuous improvement and understand how to manage operational pressures. Our learning from the event will be fed into the Integrated Care Strategy and our Five Year Forward Plan.

## **Engaging with our Local Communities and Widening Accessibility**

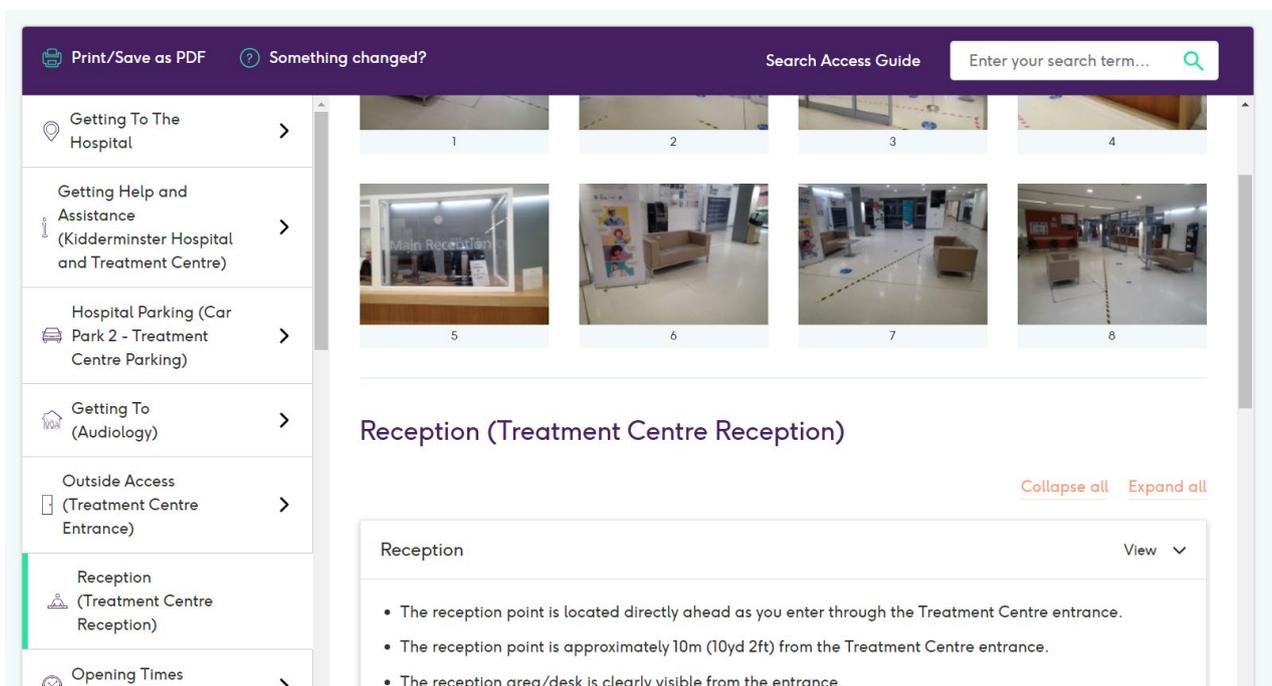
We aim to reduce the stress of attending an appointment at hospital and one way we do this is by helping to prepare people before they come into our hospitals by sharing details about the facilities and what to expect. This can help to reduce anxiety by giving people the accessibility information they need to plan their visit or hospital stay.

We have continued to work in partnership with AccessAble to create and update Detailed Access Guides to facilities, wards, and departments across our hospitals. These guides can be accessed visually or audibly in different languages, and they aim to help patients, carers, families, visitors, and staff plan their journey to and around our hospitals, covering everything from the width of doors and hearing loops to signage and accessible toilets.

We invited AccessAble to our Trust in October 2022 to deliver presentations to our staff and patient representatives at key meetings and committees, focusing on the accessibility of the Guides and the number of people using this information. We will continue to explore how we can raise awareness to help patients, carers, families, visitors, and staff plan their journeys to and around our hospitals.



The image above shows the “**Recite me feature**” on the website: [www.accessible.co.uk/worcestershire-acute-hospitals-nhs-trust](http://www.accessible.co.uk/worcestershire-acute-hospitals-nhs-trust). The image also shows the tools to support with accessing information along the top – this includes page colour and background, font size and type, magnifying glass and language.



Examples of **detailed access guides** at our three hospitals are shown above and overleaf.

## Access Guide

Show Easy Read

Print/Save as PDF Something changed? Search Access Guide

- 🕒 (Accident and Emergency Department) >
- 📄 Outside Access (Accident and Emergency Department) >
- 👤 Department/Service (Accident and Emergency Department)
- 🏠 Reception (Accident and Emergency Department Reception) >
- 🚻 Standard Toilet(s) (Accident and Emergency Department Entrance) >

### Photos






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### Department/Service (Accident and Emergency Department)

Collapse all Expand all

Department/Service Access View ▾

- Accident and Emergency Department entrance is located to the left of the Main Entrance.
- There is level access throughout the department/service.
- There is clear signage on the department/service.

Print/Save as PDF Something changed? Search Access Guide

- Hospital Parking (Worcestershire Oncology Centre) >
- Opening Times (AEC) >
- Outside Access (AEC) >
- Department/Service (AEC) >
- Reception (AEC) >
- Waiting Room/Area (Sub Waiting Area)
- Consultation/Treatment Room (Consultation Room) >
- Consultation/Treatment Room (Exam Room 2) >

### Photos





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### Waiting Room/Area (Sub Waiting Area)

- There is a waiting room/area.
- The waiting room/area is approximately 2m from the AEC entrance.
- There is level access into the waiting room/area.
- There is a/are door(s) into the waiting room/area.
- The door(s) open(s) away from you (push).
- The door(s) is/are single width with a locked extension leaf.
- The door(s) is/are permanently held open.
- The width of the door opening is 89cm (2ft 11in).

## Continuing to improve:

It is important to us to try to make sure that accessibility information is easy to find. To help this we have implemented a dedicated accessibility webpage with embedded links to our Detailed Access Guides, as well as a prominent link to this page on the front page of our website.



**AccessAble said to us;**  
***“This is a great example of providing inclusive, easy to use information where people expect to find it.”***

We have also worked with AccessAble to create banners and we put these up in 2023 across our three main hospitals to raise awareness with the public; we have also shared information with our staff throughout the year using our internal communication channels - this has included screen savers for all Trust computers, weekly messaging, and promotions.

We also included information about our Detailed Access Guides on the back of our patient letters; in 2023-2024 we will explore how we can highlight this even more to ensure that our patients and their carers continue to be aware of this service to support with accessing our services and to understand where individual needs can be met.

## Our Accessible Guides

Our guides are available via our Trust website, on the AccessAble website and they are available via a downloadable App.

We have 153 Detailed Access Guides in total on the website and AccessAble created

four new Guides from September 2022– August 2023.

We are proud of the number of people who are regularly access and use the guides:

- ▶ Between September 2022 and August 2023, we recorded 26,498 Users and **43,969** views of our guides.
- ▶ This breaks down as **2,208** users per month and **3,664** views per month.
- ▶ This is a **42% increase of users** on the previous year and **an increase of 58% of views.**

The sustained growth demonstrates that our community are using and valuing these guides to help access our hospitals.

We asked AccessAble about the level of engagement with our guides by the public and they said:

***“There is very high growth here thanks to the great work your partnership does in promoting the AccessAble guides and the amount of engagement with employees and patients”.***

This puts our Trust in the top 3 of health partners working with AccessAble’s Senior Partnerships Manager, across the country.

We will continue to work with and welcome feedback from patient representatives and volunteers about our guides, testing out the audio, language, and visual features to ensure that the site remains clear to navigate and use and that our guides meet the needs of our local community, to support access to our services.

## Learning from patient feedback and delivering improvement together spotlight:

We would like to thank the local d/Deaf community for welcoming us to meet informally, for continuing to share their experiences and for working with us to improve access to healthcare. In our 2022–2023 report we said that we will be using new technology to support our d/Deaf patients and carers. Following feedback from the local community about how we can best support d/Deaf patients coming into our emergency departments we launched a new App in March 2023 at our two Accident and Emergency departments at Worcester and Redditch. The App, called “WoW” is accessed via an iPad on a trolley and can connect a patient to a British Sign Language Interpreter within minutes.

***“It is fantastic to see these units being introduced across our Emergency Departments, enabling our teams to better support our patients with different communication needs. The Worcestershire Royal machine, named ‘Nemo’ was used for a patient within 24 hours of installation! This is a brilliant example of Putting our Patients First. We are very grateful to Anna and the Patient, Carer and Public Engagement team.”***

Bal, Consultant in Emergency Medicine

We showcased our approaches in the Worcestershire Acute Hospitals NHS Trust Annual report 2022–2023 which included

how we have led on conversations with other health providers and networks and our work with the local community:

<https://www.worcsacute.nhs.uk/our-trust/corporate-information/annual-report-and-review-of-the-year/3282-annual-report-2022-23>



The image above shows the first delivery of our new WoW machine at The Alexandra Hospital A and E Department, March 2023: Michelle, Senior Sister Accident and Emergency and Anna, Head of Patient, Carer and Public Engagement. The machines have been installed as a result of patient, carer and staff feedback about how we can support our patients in an emergency.

## We want to be a d/Deaf Friendly Trust and our staff to be Deaf Aware.

To support this, we developed staff and patient resources in 2022–2023.

We have highlighted some of our approaches below:

- ▶ We created an **information page** for all of our staff to download resources to support with communication.
- ▶ We shared **“finger spelling” resources** (with a poster and video) to encourage staff to learn to finger spell their name or other words to help communication.
- ▶ We launched **co-produced support cards** that we created and revised with the local d/Deaf community in Deaf Awareness Week 2023 which support people coming into our hospitals. These cards were created with and for the local community to support communication and access to care. We took these cards out to the local community in 2023, we have given cards to Action Deafness, and our cards are available for any patient via our Patient Advice and Liaison team.



- ▶ We created a new **“micro-site”** for our staff to help make the process of booking a British Sign Language interpreter as easy as possible – this site contains links to training and in September 2023 we extended this site to include key resources to support with verbal and non-verbal communication.
- ▶ We created a **screen saver** which we shared on every computer screen across our hospitals in clinical and non-clinical areas to raise awareness about Deaf Awareness Week and our new resources page and tips for communication.
- ▶ We updated our **Trust Policy** for Access and Delivery of Interpreting Services to ensure stakeholder engagement and that our policy contains up to date actions to support patients to access our services.
- ▶ In response to local feedback, we created an **“Interpreter Check a Booking Service”** to enable patients and carers to check if an interpreter has been booked – this service will also link with our hospitals to make a booking. We have raised awareness of this service on our Trust website, at local community meetings and we include information on the back of appointment letters.

- ▶ We have continued to deliver staff online d/Deaf awareness **training** on a rolling basis in response to feedback from our local d/Deaf community, PALS concerns and informal conversations; this is to support every member of staff to understand how to book a sign language interpreter.
- ▶ We developed a **hearing loop audit** in the Annual PLACE inspections to assess whether our hearing loops are supporting our patients and carers – as part of this work we led communications with all of our staff to raise awareness of the importance of hearing loops, recognising them as a “medical device”.

Our approaches have been developed with our patients to address community need and barriers to accessing healthcare.

## Communication solutions:

We first started working with Word360 and CommPlus to provide British Sign Language support for our patients in June 2022.



From September 2023, following a review, we developed this partnership and Word360 now provides all spoken and non-spoken interpreting and translation across our hospitals.

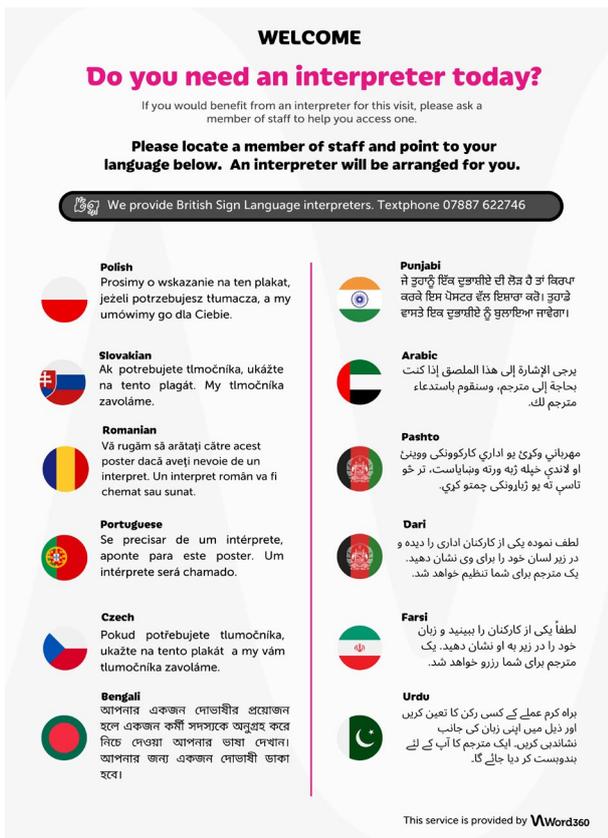


*“Our collaboration with Worcestershire Acute Hospitals NHS Trust not only enhances healthcare accessibility but also promotes diversity, equality, and inclusion in the community. By bridging language barriers, we enable healthcare services to be accessible to everyone, irrespective of their language or cultural background, fostering a more inclusive and equitable healthcare environment. Our services have already demonstrated their remarkable ability to bridge communication gaps, significantly enhancing the overall patient experience. We are committed to continuing this positive impact in our partnership with Worcestershire Acute Hospitals. Together, we empower the community to take control of their healthcare.”*

Word360 staff team.



The image above shows our new screen saver which we shared on every Trust computer in September 2023 to raise awareness about how to book interpreting and translation services to support our patients.



The image above shows our new poster that we will share with our patients and staff in 2023–2024 to raise awareness about how we can support our patients with verbal and non-verbal communication.

The poster forms part of our new resources created in 2023 to support staff and patient awareness.

### Monitoring to support quality #1:

We monitor information about interpreting and translation through monthly and quarterly reporting and meetings with our providers.

Monthly reports highlight the numbers of patients we have supported with communication and access to treatment, where bookings have taken place, languages that have been requested and the number of completed bookings for example.

We asked Word360 to include a feedback tool on our WoW machines so that we can gain feedback from our staff at the point of use. We will monitor this monthly going forwards.

We look forward to our developing partnership with Word360 and to explore how digital innovation can further support communication and access needs for our patients.

### Monitoring to support quality #2:

From September 2022–August 2023, we continued to work with AA Global to provide interpreting and translation support for our patients who do not verbally communicate in English (with the exception of British Sign Language).



### The main spoken languages that we provided interpreters for in 2022–2023

are below. We have shown this per site and the numbers of patients who accessed these languages:

#### Worcestershire Royal Hospital:

Language	Numbers of Patients
Polish	277
Romanian	170
Russian	117
Urdu	56
Arabic	47

**The Alexandra Hospital:**

Language	Numbers of Patients
Polish	203
Romanian	68
Urdu	55
Russian	29
Bulgarian	24

**Princess of Wales Hospital:**

Language	Numbers of Patients
Pashto	8
Mandarin	3
Dari	3
Arabic	2
Polish	2

**Kidderminster General Hospital:**

Language	Numbers of Patients
Polish	50
Romanian	28
Cantonese	14
Russian	12
Kurdish (Sorani)	11

**Unspecified Sites:**

Language	Numbers of Patients
Romanian	76
Polish	56
Arabic (Sudanese)	39
Ukrainian	37
Pashto	28

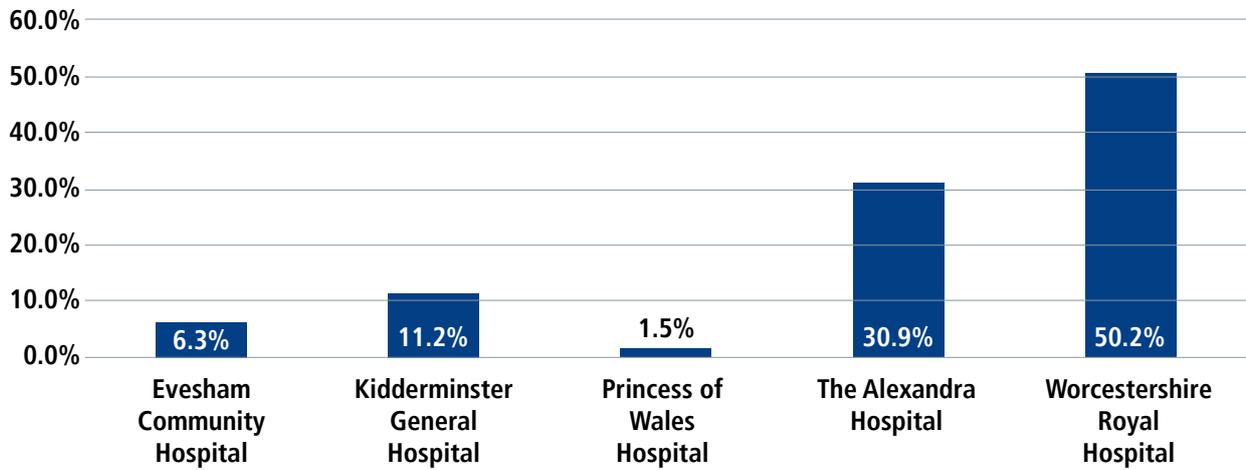
**Evesham Community Hospital:**

Language	Numbers of Patients
Polish	28
Romanian	26
Bulgarian	15
Russian	12
Punjabi	7

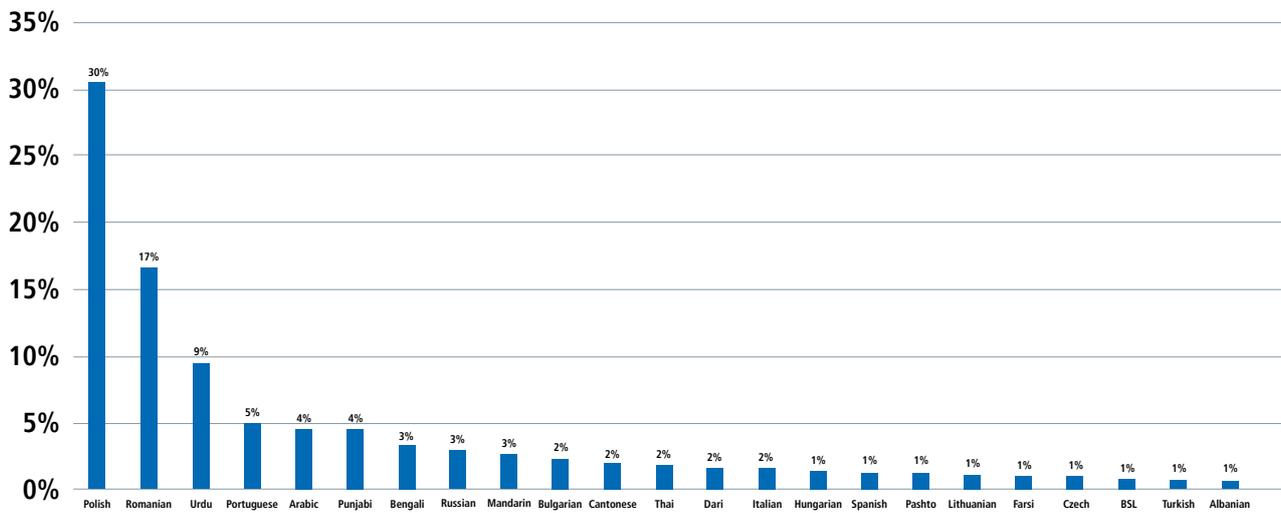
For all bookings under “unspecified sites”, these were not assigned to a specific area at the point of booking – we do receive details of where these bookings took place to support our monitoring and awareness.

The graphs overleaf illustrate the number of face-to-face assignments per hospital and the percentage of the most requested languages. We monitor this information as part of our monthly and quarterly analysis of service provision.

### Percentage of Face-to-Face assignments by District - August 2022–July 2023



### Percentage of Face-to-Face most popular languages used - August 2022–July 2023



## Volunteering in 2022–2023

We continue to actively encourage volunteers from diverse backgrounds and of different ages and we have continued to develop new roles with our volunteers and staff to support our patients across our three hospital sites.

In 2022/23 70 volunteers completed our core online training courses including equality, diversity, and inclusion. This has included one-to-one and face-to-face support sessions and we delivered a successful trial of 4 new group induction training days which has brought together groups of new volunteers to meet each other and key staff.

We are reviewing the volunteer recruitment and training process in line with our 4ward Improvement System to reduce any barriers and we have focused on offering support on an individual basis to all volunteers to ensure that digital poverty and/or limited IT skills are not a barrier to volunteering opportunities at our hospitals.

We currently have 152 volunteers across our hospital sites.

### Our Volunteer Offer:

In 2022–2023 some of the ways we have developed our volunteering offer includes:

- ▶ Our volunteer staff team took LGBTQ+ training and now wear a Rainbow Badge to demonstrate that they are aware of some of the issues that LGBTQ+ people can face when accessing healthcare. By wearing their badges, our staff team are promoting awareness and conversations with volunteers and the wider public.
- ▶ Our volunteer staff team attended Worcestershire Pride in July 2023, to promote volunteering opportunities and invite conversations with the public.
- ▶ We recruited a permanent Volunteer Manager in April 2023 and a permanent Volunteer Administrator in August 2023 who will work together to further increase the number and diversity of our volunteers and the roles available to support our patients, carers, and staff.
- ▶ We started an Assisted Feeding Training Programme for our volunteers to support patients on our wards who may be elderly, frail, in poor health and/or mental decline.
- ▶ We brought back our Breast-Feeding Friends volunteers to support patients to have a positive experience in our hospital.
- ▶ We celebrated our volunteers in national Volunteer Week by saying a “Big Thank you” – as part of our activities we held 3 Thank You events at each of our main hospitals which were supported by members of the Executive Team and Trust Board.
- ▶ We continued to work with the Chaplaincy teams and recruit volunteers to support patients with faith and with no faith.
- ▶ We have run a successful trial for Accident and Emergency family telephone support volunteers, and we look forward to developing this role with more volunteers.
- ▶ We promoted our volunteering opportunities at the Worcester Volunteer

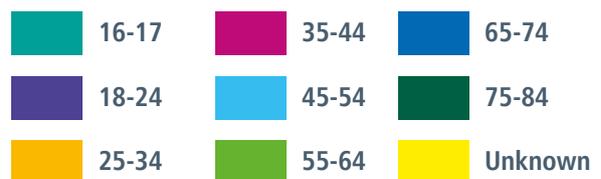
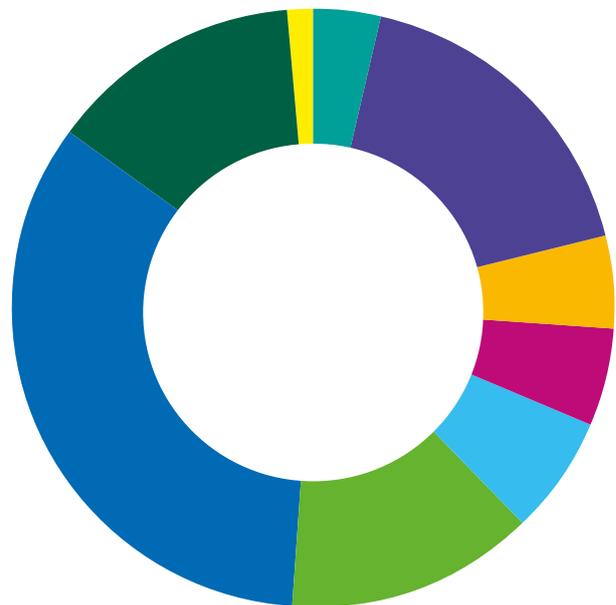
Expo as part of our aim to diversify and promote volunteering opportunities.

- ▶ We welcomed students on new volunteer placements, and we went out to a local college to explain more about volunteering and the roles available for young people.
- ▶ We are pleased to have launched the Blue Light scheme for all of our volunteers following volunteer feedback – this now sits alongside free car parking and a free drink per volunteer shift to help reduce financial barriers to volunteering at our hospitals.
- ▶ We have started to develop new partnerships with the University of Worcester, Heart of Worcester, and Kidderminster colleges with a focus on offering more opportunities to volunteers from 16 years of age.
- ▶ We have developed a diverse range of roles to encourage younger volunteers, including in the Millbrook Suite (Outpatient cancer treatment) and the CoLab in Kidderminster, new Wayfinding roles and a supporting role in the Neonatal department at Worcestershire Royal Hospital.
- ▶ We successfully trialled an inter-generational approach by supporting a new young volunteer (pictured right) with an established older volunteer in The Millbrook Suite. We are now looking to develop this approach to support college students from the local community to support our patients and staff across our wards in 2024.



We now have a baseline to record and monitor the ages of our volunteers (this can be seen in the graph below which is taken from our volunteer app). We will continue to grow our younger volunteers in 2023–2024 alongside supporting and developing volunteering opportunities across all ages.

### Volunteer Age



## What our volunteers have told us:

Emily is our first young volunteer in a new role at the Co-Lab Kidderminster (pictured below).



Emily is hoping to become a doctor and is enjoying learning more about our healthcare system. Emily has started volunteering at the Co-Lab and is excited about starting to help on our wards.

***"I appreciate learning about how healthcare works and I'm happy that I've been given this opportunity. I'm sure this experience will help with my university application."***

Another young volunteer is starting university in September 2023 to study medicine following a volunteer placement at Worcestershire Acute Hospitals NHS Trust for 11 months. Our volunteer explained that her success in gaining a place at university was in part due to her volunteering role:

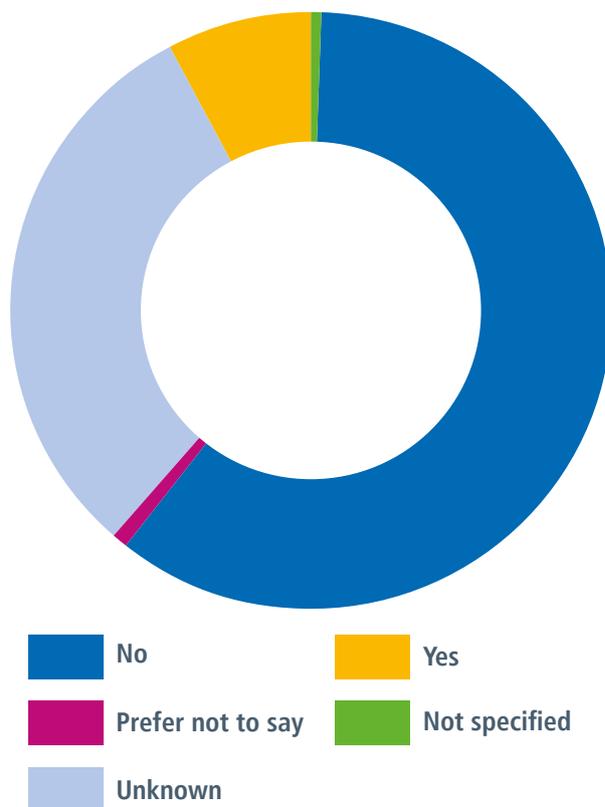
***"I grew in confidence, learning to talk to strangers and enjoyed being able to help people from all backgrounds and ages, helping in times of stress".***

## Monitoring tools

In partnership with IT, we continue to develop our volunteer app so that we can record and monitor information (such as age, disability status and hours contributed). The app also allows us to monitor DBS and training compliance ensuring we are in line with Trust priorities and guidance such as the Lampard Report.

We will develop ways that we record disability status in 2023–2024 to further help our learning and understanding about how accessible our service is and the diversity of our volunteers.

### Disability Status of Volunteers



## Blue Light Card for Volunteers

We launched our Blue Light Card in August 2023. Jonathan (Accident and Emergency volunteer) told us this helps volunteers to feel valued and *“it’s a great reward for our hard work and dedication and will allow volunteers to access the discounts a Blue Light card offers”*.

This offer shows parity between the paid and unpaid workforce.

## Supporting our LGBTQ+ Network

Our Volunteer Manager supported our LGBTQ+ network at Worcester PRIDE in July 2023 and raised awareness about volunteering at the Trust.



## Overview of our work in Care of Older People and our support for those living Dementia

Among over 170 hospitals, we actively engaged in the Royal College of Psychiatrists 5th round of the National Audit of Dementia. This comprehensive audit evaluates the performance of general hospitals across England and Wales concerning the provision of care for individuals with dementia in hospital. Through a meticulous review of 200 patient case records, key aspects such as delirium screening, pain assessment, nutrition, environmental considerations, and discharge planning were scrutinised. Additionally, valuable input from caregivers was incorporated. The findings from this audit not only offer insights into our current practices but also provide a benchmark against national standards, facilitating targeted enhancements in dementia care services.

## Communication – Yellow Badges

Thanks to the generous support from Worcester Acute Hospitals Charity, the implementation of yellow staff ID badges was successfully introduced. This initiative stands as a testament to our commitment to fostering a culture that recognizes the significance of introductions in establishing immediate rapport and trust between healthcare providers and individuals in their care. The distinctive bright yellow staff ID badge has gained widespread recognition for its exceptional readability, catering to all individuals, and aiding those with cognitive impairments in processing information more efficiently. The colour yellow has proven

to be a cognitive stimulant, activating the brain's left side, and fostering increased confidence and optimism. Effective communication serves as the bedrock of healthcare, backed by substantial evidence that underscores its pivotal role in delivering patient-centred, value-based care. Additionally, our staff were encouraged to include their pronouns on their ID badges, a move that resonates with our commitment to inclusivity and diversity.

## **Dementia Buddies**

An exciting development has been championed by our Lead Nurse for Older People. An innovative idea to introducing a new role for volunteers, focusing on providing valuable assistance to individuals with dementia. This visionary initiative was born out of a keen understanding of the unique needs of this patient group and the desire to enhance their hospital experience. Collaborating closely with the Dementia CNS Team Leader and our Volunteer Manager, a comprehensive role description has been carefully crafted, outlining the responsibilities and contributions of the Dementia Buddy. This innovative proposition aligns perfectly with our commitment to holistic, patient-centred care, reflecting our dedication to fostering a compassionate environment where every patient's well-being is nurtured and valued.

# Formal Complaints Overview

The Trust received 710 formal complaints in 2022–23 which was a substantial increase of 23% on 2021–22.

In the financial year 2022–23, 8 formal complaints related to discrimination and equality.

This breaks down to:

- ▶ Six complaints were received about disability discrimination.
- ▶ One complaint was received about age discrimination.
- ▶ One complaint was received about lifestyle discrimination.

Themes and learning from complaints by Division (areas across our hospital) is highlighted in bimonthly Divisional reports into the Patient, Carer and Public Engagement Steering Group. This provides space to discuss themes and learning and spotlight good practice. Learning is also shared in local department meetings.

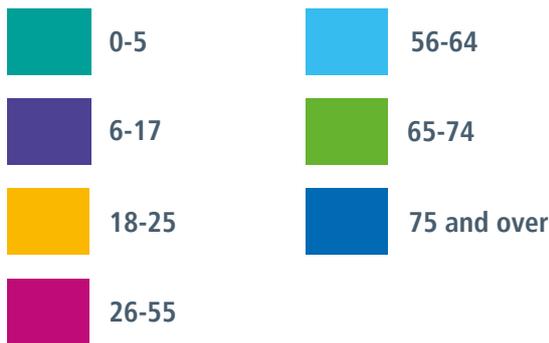
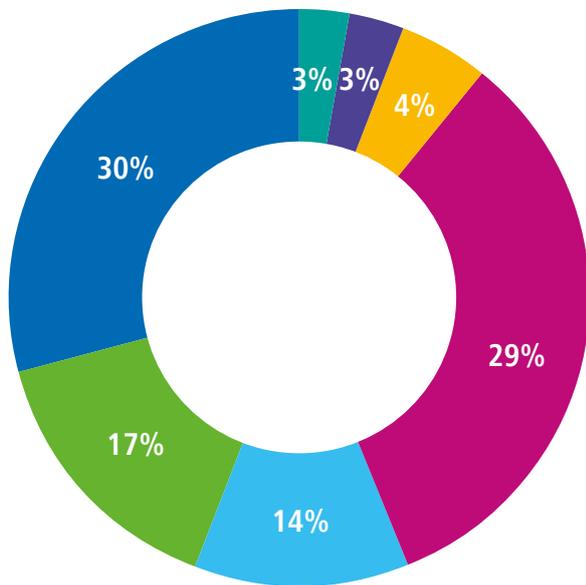
## Ethnicity of Patients

Ethnic origin codes are recorded on the Trust's Patient Administration System; for complaint cases this is added to Datix to capture the ethnic diversity of patients who are the subject of complaints. The ethnicity of the complainant (if they are not the patient) is not recorded. The specific codes have been collated to census data for Worcestershire from 2021 for comparison:

Ethnicity Grouping	Percentage of Complaints	2021 Census Data
White Category Total	97.2%	93.8%
Asian or Asian British	1.05%	3.1%
Other Ethnic Group	0.35%	0.6%
Black or Black British	0.70%	0.7%
Mixed Multiple Ethnic Group	0.70%	1.9%

The large majority of people who contacted us with a formal complaint in 2022–23 were White-British or White-Other White/White-Irish, reflecting the county's demographic profile. Aside from patients who did not state their ethnicity, 2.8% of complaints related to patients from other ethnic backgrounds.

## Age Band of Patients



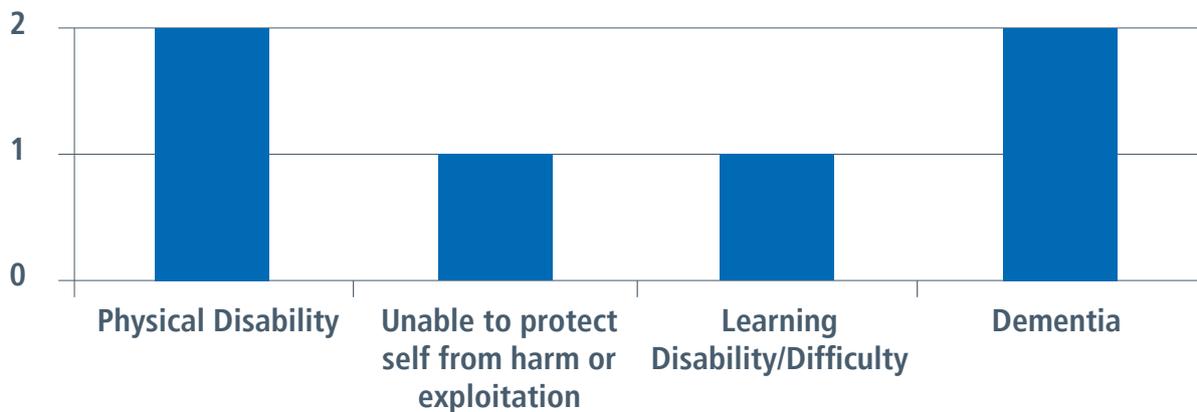
In 2022–23 the majority of formal complaints were from patients aged between 26-55 and aged 75 and over, each making up approximately 30% of the total number of complaints received; this is consistent with 2021–22 and the two previous financial years.

This is a similar picture nationally—these two groupings were also largest when compared with national data.

It should be noted that Worcestershire has a larger proportion of people over 75 compared to the national average.

### Vulnerable Adult code for person who is subject of a complaint

The number of complaints 2022–23 received regarding vulnerable adults are shared with the Trust's Learning Disability Steering Group for further discussion and to support learning. See graph below.



## Informal Resolution

The Trust continues to support, train, and equip staff with the skills to resolve concerns locally where possible. It has been crucial for all staff around the Trust to resolve as many concerns informally or via the PALS process; the Complaints Team supported Trust staff to resolve 15.6% of formal complaints informally by telephone, consistent with 16% in 2021–22. This provided timely resolution for complainants and improved patient/carer/public satisfaction and experience. Staff awareness of the Patient, Advice and Liaison Service and actively engaging with patients and carers for feedback via the Friends and Family Test also supports open communication and learning from concerns.

## What is next for us into 2023–24

Delivering the fundamentals of care to support good outcomes is important to us – this includes the way we engage and communicate with our patients and how we involve not only our patients but also their carers and families. We will continue to develop our approaches to support us to put our patients first and we will develop and create spaces to continue conversations with the public to ensure that our services continue to improve to meet local need.

We will continue to develop partnerships locally across the county and create opportunities to learn from others – we welcome the active involvement of our patients, their carers, and families to work with us, together in partnership to build on the approaches we have developed in 2022–2023.

Our commitment to providing opportunity to capture and respond to patient voice and patient, carer and family feedback will be supported in the following ways:

- ▶ Continuing with our local partnerships with carers, representatives, and system partners across the county, to support our Integrated Care Services Commitment to Carers and our active involvement in the countywide Carers Strategy.
- ▶ We will develop our strategic approach to Patient Involvement and explore ways to capture feedback in new ways with a focus on digital solutions.
- ▶ To continue our learning and quality improvement we will again include an audit as part of the annual PLACE inspections (Patient Led Assessment of the Care Environment) to check that hearing loops are switched on and that they carry a medical device sticker. We will also invite representatives who use hearing aids to work with us in our assessments.
- ▶ We will welcome new partnerships and collaborations to highlight areas of health inequalities and to support our patients with sensory impairments.
- ▶ We will involve patient representatives in our Outpatient Transformation project to support the development of clear and supportive communication with our patients.
- ▶ We will continue to develop our volunteering offer with a focus on increasing the number of volunteers across our hospitals – with a focus on

attracting a diverse range of experiences, ages, and people from different backgrounds to support our patients and our staff with clinical pressures.

- ▶ We will launch one Easy Read Big Quality Conversation survey which will be online, and paper based. We will work with local partners to develop this.
- ▶ We will develop our ability to reach out to the local community through an enhanced engagement approach for the Big Quality Conversation survey. As part of this approach, we will create a new Big Quality Conversation process which will include a focus on how we can share back the results with the community and our staff.
- ▶ We will include the ability for “friends” to share their feedback in the Big Quality Conversation, following feedback from the local community and explore ways to highlight the feedback we receive in our reporting.
- ▶ We will continue to develop and promote our partnership with AccessAble through a variety of ways including an enhanced focus in our Outpatients Letters through our Outpatients Transformation work, staff and patient awareness and continuing to review and create a series of detailed accessibility guides.
- ▶ We will analyse the impact of the “WoW” machines and the service they provide.
- ▶ We will promote our new partnership with Word360 to ensure that our local community and our staff are aware of our new partnership and how to access

interpreters and translation support. We will continue to develop our partnership with a focus on quality improvement and delivery of services.

- ▶ We will continue to widen the ability for as many diverse voices to inform our Quality Priorities through our engagement with The Big Quality Conversation and we will explore how we can feed back our progress to our local community and how we have taken feedback and ideas on board.
- ▶ We will continue to bring together staff, patient representatives and community organisations at a quarterly steering group to share where we are working well and where with local partners, we can work together on improvements.

If you have a patient story to share and/or you would like to work with us to help us continue to develop accessibility, inclusion, diversity and equality for our patients and carers, please contact us via Anna Sterckx, Head of Patient, Carer and Public Engagement: [anna.sterckx@nhs.net](mailto:anna.sterckx@nhs.net).

Thank you.

[www.worcsacute.nhs.uk](http://www.worcsacute.nhs.uk)

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