



Diversity Matters

Equality, Diversity and Inclusion Annual Report

2020

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Foreword

One year on from the launch of *Diversity Matters*, the Trust's equality, diversity and inclusion strategy 2019-2023, the Trust has made progress against its strategic aims and objectives to:

- Improve patient access, safety and experience.
- Achieve a representative and supported workforce.
- Foster inclusive leadership.

Delivering *Diversity Matters* has happened in an unprecedented year in which the NHS has been challenged by COVID-19 on a scale and at a pace not previously seen. The Pandemic has certainly shone new light on the existing health inequalities experienced by our diverse communities.

Working together to meet the needs of patients, their families and our staff has never been more important. Staff have gone above and beyond to ensure the safety of patients, and I am proud of what they have done. All told an outstanding contribution for the people of Manchester, Trafford and Greater Manchester.

To have been able to continue to build on our commitment to equality, diversity and inclusion despite the challenges of the year is an achievement very much down to the

ability, aptitude and ambition of Team MFT. The engagement and sense of responsibility displayed by staff has been nothing short of outstanding.

We know that creating services that are truly inclusive, where everyone matters is the only way to achieve the highest quality of personalised care. The Trust also recognises the importance of creating an inclusive workplace, where all staff feel that they belong, can flourish and achieve their fullest potential. By working together to achieve the aims of *Diversity Matters*, we will continue to contribute to the best experience possible for our service users and staff.

As we come together to celebrate the progress made this year, I would like to thank everyone for their contributions and look forward to work yet to be done.

Peter Blythin

**Group Executive Director Workforce
& Corporate Business**

Introduction

Manchester University NHS Foundation Trust (the Trust) is the largest NHS Foundation Trust in England, employing over 23,000 staff. It was formed on 1st October 2017 and since then has been responsible for running a family of nine hospitals and community services across Manchester and Trafford across six separate sites.

It provides a wide range of services from comprehensive local general hospital care through to highly specialised regional and national services. From 1st April 2020, a tenth hospital, North Manchester General Hospital, joined the Trust through a Management Agreement pending formal acquisition in April 2021.

We are the primary provider of hospital care to approximately 750,000 people in Manchester and Trafford, and the single biggest provider of specialised services in the North West of England. The Trust is also the lead provider for a significant number of specialised services. These specialist services include Breast Care, Vascular, Cardiac, Respiratory, Urology Cancer, Paediatrics, Women's Services, Ophthalmology and Genomic Medicine.

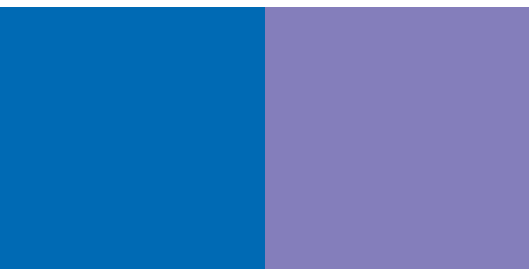
Our vision is to improve the health and quality of life of our diverse population by building an organisation that:

- Excels in quality, safety, patient experience, research, innovation and teaching.
- Attracts, develops and retains great people.
- Is recognised internationally as a leading healthcare provider.

This report details our performance during 2020 against the objectives of *Diversity Matters*, the Trust's equality, diversity and inclusion strategy 2019-2023. It contains examples of practice from across the Trust's hospitals, managed clinical services, local care organisation and corporate services. The report meets the Trust's statutory duty under the Equality Act 2010 to report on performance against equality objectives annually. It details the diversity of our patients, staff, leadership and governance for equality, diversity and inclusion.

Jane Abdulla

**Assistant Director
Equality, Diversity and Inclusion**



Our Hospital Sites



Manchester
Royal Infirmary



Saint Mary's
Hospital



Royal Manchester
Children's Hospital



Manchester Royal
Eye Hospital



University Dental
Hospital of Manchester



Wythenshawe
Hospital



Trafford General
Hospital



Withington
Community Hospital



Altrincham Hospital



**Manchester Local
Care Organisation**



**Trafford Local
Care Organisation**

This report is reflective of our third full year as a single hospital service. The report details our performance during 2020 and contains examples of practice from across the Trust's Hospitals, Managed Clinical Services (MCS), the Local Care Organisations (LCOs) and Corporate Services. It details the diversity of our patients, staff, leadership and governance for equality, diversity and inclusion.

If you require this information in an alternative format or would like to enquire about further details on information presented in this report please contact the Equality, Diversity and Inclusion Team: equality@mft.nhs.uk

Section One

Diversity Matters

In 2019, the Trust published *Diversity Matters*, its four year equality, diversity and inclusion strategy for 2019-2023. *Diversity Matters* outlines the Trust's ambition to be the best place for patient quality and experience and the best place to work. *Diversity Matters* is central to the Trust achieving its vision of 'improving health and well-being for our diverse population'. If you would like to access the complete *Diversity Matters* Strategy you can do so by [clicking here](#).

Diversity Matters provides a framework for action focussing on three aims:

- Improved patient access, safety and experience.
- A representative and supported workforce.
- Inclusive leadership.

These aims are underpinned by a set of objectives for focus of activity over the four years. The aims and underpinning objectives are outlined in the table below.

Improved patient access, safety and experience	A representative and supported workforce	Inclusive leadership
<p>We will:</p> <ul style="list-style-type: none"> • Consider how our decisions will affect equality and reduce unfavourable effects. • Know who uses our services by equality and their experiences and reduce any differences that we find. • Carry on working towards the Accessible Information Standard. • Make sure that people with learning disabilities and autism get treatment, care and support. • Be the first Trust in the country to deliver Pride in Practice. This is recognition from the LGBT Foundation. • Make our way-finding and signage easier. 	<p>We will:</p> <ul style="list-style-type: none"> • Consider how our decisions will affect equality and reduce unfavourable effects. • Know who our staff are by equality and their experiences and reduce any differences that we find. • Take a zero tolerance approach to bullying, abuse and harassment. • Work towards being a Disability Confident Lead employer. • Increase ethnic diversity at Board and senior management levels. 	<p>We will:</p> <ul style="list-style-type: none"> • Board members and senior leaders will champion equality and diversity. Some examples include: <ul style="list-style-type: none"> > Talk about equality, diversity and inclusion > Engage their staff > Understanding how our decisions will affect equality and reduce unfavourable effects > Have equality, diversity and inclusion objectives in their local delivery plans > Use inclusive leadership competencies in recruitment and appraisal.
<p>The results we are aiming for:</p> <ul style="list-style-type: none"> • Everyone who needs to can use Trust services. • Individual people's health and care needs are met. • When people use Trust services they are free from harm. • People report positive experiences of Trust services. 	<p>The results we are aiming for:</p> <ul style="list-style-type: none"> • Staff are free from harassment, bullying and physical violence. • Staff believe that the Trust provides equal opportunities. • Staff recommend the Trust as a place to work and receive treatment. 	<p>The results we are aiming for:</p> <ul style="list-style-type: none"> • Board members and senior leaders demonstrate their commitment to equality, diversity and inclusion. • Board and Committee papers will identify equality-related impacts and how unfavourable effect will be reduced.

Section Two

Our Patients

One of our strategic aims is, 'improved patient access, safety and experience'. We want to continue to create a culture of care based on positive attitudes, towards welcoming the diversity of patients, their families, carers and service users and meeting their diverse needs. As a Trust we will continually look to

improve by embedding inclusion into every day practice and at the heart of policy and planning.

This section provides examples of the progress that we have made on each of the patient objectives.

Consider how our decisions will affect equality and reduce unfavourable effects.

Our response to the COVID-19 Pandemic included the roll out of Attend Anywhere, a secure web-based platform which allows patients to access video consultations. Supported by NHS England, Attend Anywhere was rapidly implemented across the Trust services from April 2020 onwards, ensuring patients were seen in the safest way possible during the pandemic whilst also limiting their (and staff) exposure to the virus.

Between May and December 2020, the Trust has held just over 20,000 video consultations with hugely positive feedback from patients, who appreciate being able to have their appointment within the comfort and convenience of their home and reducing the need to take time off work and travel to a Trust site.

The Interpreting and Translation service has been able to support video consultations since the start of the roll out, and services such as Audiology have developed solutions to support D/deaf and hearing-impaired patients in using the platform.

The Trust undertook an equality impact assessment (EQIA) of Attend Anywhere in October 2020 to understand the effect on different groups of patients. As one of the first work streams to have an EQIA completed, the team held two comprehensive workshops for stakeholders to discuss further actions necessary. This has also led to the development of an Outpatients Inequalities Strategy to address the cross-cutting themes from the Outpatient Transformation Programme.





To support the outpatients recovery work the Trust has also introduced two new systems for patient letters: Doctor Doctor and Synertec. These new systems mean that patients who wish can receive their letters digitally through a text message link, and those who would prefer a printed letter can receive it in easy read, braille, or large print.

The Equality Impact Assessment of the systems showed that disabled patients needed to be consulted with to ensure positive impacts were maximised and negative impacts were appropriately mitigated. The team therefore decided to consult with the Disabled People's User Forum, an MFT patient forum that aims to improve the access to, experience of, and quality of health care for disabled people within our hospitals.

Consultation with the Disabled People's User Forum involved members feeding back on their experiences of patient letters at the Trust, the wording of text messages and letters, and testing new digital systems, all with the aim of ensuring the Trust's patient letters are accessible to all. As a result of this consultation with disabled patients the project team could confirm that the system will be accessible to people using screen reading software, adapt the wording of text messages to make them easier to read, and ensure that the system will automatically adjust letters to known accessible information requirements.



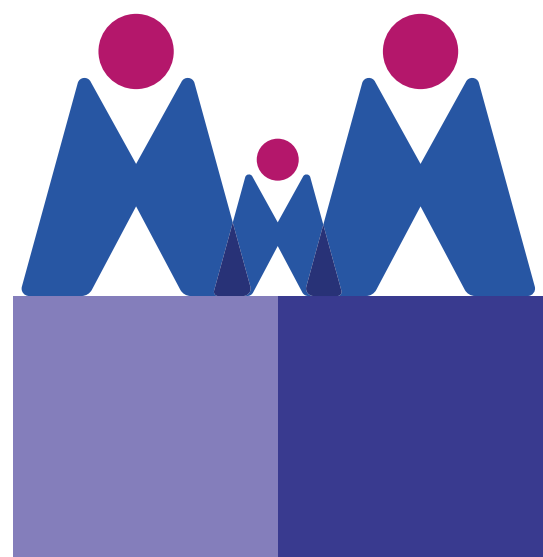
Know who uses our services by equality and their experiences and reduce any differences that we find.

In June 2020, in response to emerging evidence from UK Obstetric Surveillance System (UKOSS), the Chief Midwife for NHS England asked all maternity units to increase their support for Black, Asian and Minority Ethnic pregnant people during the COVID-19 Pandemic.

The evidence indicated that Asian women are four times more likely than White women to be admitted to hospital with COVID-19 during pregnancy, while Black women are eight times more likely. Maternity units were asked to take the following four actions:

- Increasing support of at-risk pregnant people – making sure clinicians have a lower threshold to review, admit and consider multidisciplinary escalation in those from a Black, Asian and Minority Ethnic background.
- Reaching out and reassuring pregnant Black, Asian and Minority Ethnic people with tailored communications.
- Ensuring hospitals discuss vitamins, supplements and nutrition in pregnancy with all pregnant patients.
- Ensuring all providers record on maternity information systems the ethnicity of every person, as well as other risk factors, such as living in a deprived area (postcode), co-morbidities, BMI and aged 35 years or over, to identify those most at risk of poor outcomes.

Saint Mary's cares for over 14,000 people each year of which 35% are from Black, Asian and Minority Ethnic backgrounds. A task and finish group was set up led by a Consultant Midwife and a Professor of Obstetrics. Training around the increased risk for pregnant Black, Asian and Minority Ethnic people has been made mandatory for all maternity staff. The task and finish group have ensured co-production of bespoke resources which have been widely shared. Data systems are already in place to capture ethnicity and co-morbidities and this will be further supported with the recruitment of a Digital Champion.



Carry on working towards the Accessible Information Standard.

The Accessible Information Standard (AIS) directs and defines a specific, consistent approach to Identifying, Recording, Flagging, Sharing and Meeting the information and communication support needs of patients, service users, carers and parents, where those needs relate to a permanent or temporary disability, impairment or sensory loss. The Standard applies to service providers across the NHS and adult social care system, and it aims to improve the quality and safety of care received by individuals with information and communication needs, and their ability to be involved in decision-making about their health, care and wellbeing.

The Accessible Information Standard Steering Group which is made up of staff from across the Trust, have launched the Trust's AIS Guidelines this year. These Guidelines will help our staff to meet the communication needs of our patients. In addition, a bespoke e-learning module has been created to support staff understanding of the AIS; in October 2020 over 1,250 staff had completed this training.

The Trust provides all the accessible communication professionals that the AIS defines, and the Accessible Information Standard Steering Group have also been working to ensure that the Trust can provide information in accessible formats.



What Matters to Me: Sign Language Spelling Bee

Wythenshawe Hospital's Cystic Fibrosis Inpatient Unit created a 'Sign Language Spelling Bee' - a new staff initiative to improve patient communication and patient experience. The ward has a group of deaf and hearing-impaired patients who communicate via lip-reading or an interpreter. Staff wanted to do more to aid communication with patients, as wearing face masks was hindering their ability to lip read. Ward staff learnt the sign language alphabet and created a fantastic Spelling Bee

to encourage one another. The whole of the Cystic Fibrosis and Multi-Disciplinary Team are now involved. You can follow the team on Twitter @PearceWard MFT.

The initiative has improved patient experience through using the sign language alphabet when communicating with patients to ensure patients feel valued, improve patient wellbeing and that the culture of the ward is to listen and respond to feedback.

Make sure that people with learning disabilities and autism receive treatment, care and support.

A case for change to increase the specialist learning disability nursing resource across the Trust has been successful, and Matron reviews take place with patients with learning disabilities and/or autism admitted to hospital. Resources have been identified to support and enable people with learning disabilities and/or autism to access community health services. An e-Learning module on learning disabilities and /or autism has been updated and all staff are expected to complete it. A mental health gateway pathway is in place to improve assessment of patients with learning disabilities for mental health services supported by monthly meetings with representatives from Greater Manchester Mental Health NHS Foundation Trust (GMMH).

The Trust encourages the use of the patient passport for patients with learning disabilities and/or autism and is working to establish consistent systems, processes and documentation. These include flagging for patients with learning disabilities and/or autism in Electronic Patient Records (EPR) and

electronic Boards used on wards, supporting reasonable adjustments and best interests' meetings and consideration of capacity.

The Trust has planned a joint Learning Disability Conference with Cheshire and Wirral Partnership at Wythenshawe Education and Research Centre. This was postponed in June 2020 due to COVID-19 but, we are pleased to report, has been rescheduled to June 2021.



Be the first Trust in the country to deliver Pride in Practice. This is recognition from the LGBT Foundation.

The Trust partnered with the LGBT Foundation to deliver a Pride in Practice programme pilot for the first time in an acute Trust. Eight services participated and have now received training and an accreditation of Gold, Silver or Bronze from the LGBT Foundation to show their commitment to providing inclusive services to LGBT patients.

Pride in Practice is a quality assurance programme developed and delivered by LGBT Foundation. The programme was originally designed to support primary care services to strengthen and build their relationships with LGBT patients. The delivery of the Pride in Practice programme pilot at the Trust

comprised training, a supported assessment and the accreditation of each department taking part. The pilot was successful in its aim to adapt the existing Primary care model to meet the needs of acute services, Pride in Care. In the coming year the Trust will continue to work together with the LGBT Foundation to further use the findings of the pilot to deliver the Pride in Care Programme across the Trust.



Make our way-finding and signage easier.



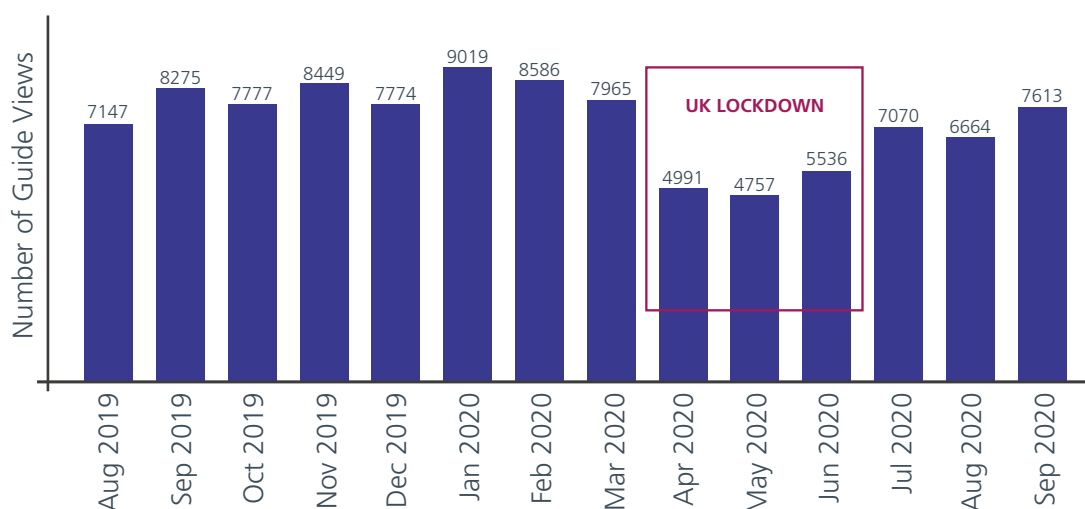
There are 13.3 million disabled people and 4.5 million carers in the UK. In a healthcare context a large proportion of patients and visitors will have accessibility requirements, either on a permanent or temporary basis; and many of our staff have access needs.

A lack of information on accessibility that is easy to understand, may mean people do not try to access a service at all or that they have poorer experiences of services when they do. For example, if a disabled service user knew in advance that a doorway was too narrow for their wheelchair, that a toilet had a transfer space on the wrong side for them, or that there was no assistive listening, then they could have a conversation before they attend to agree how the service could reasonably be adjusted. However, if there is no information accessible beforehand, it is not possible to make these arrangements before the service user attends.

In 2018, the Trust launched 404 online access guides that provide information about access in and around services to support our disabled patients to access those services. The guides include measurements, facts and photographs. Each guide is created and updated through an in-person assessment by a trained AccessAble surveyor. All the data included in the guides is useful to disabled people with all different needs and perspectives.

Since August 2019 we have been monitoring the use of the AccessAble online guides and the table below shows the total number of access guide views for all nine Trust sites from August 2019 to September 2020. On average, over the past 14 months, The Trusts access guides were viewed 7259 times a month. To make sure that the guides are up to date and show all the right information, they are checked each year and any small changes can then be made to update them.

Total Number of MFT Access Guide Views (ORC/WTWA)



Section Three

Our Staff

One of our strategic aims is, 'a representative and supported workforce'. The Trust will be an employer of choice that recruits and develops staff fairly, taking appropriate action whenever necessary, so that talented people choose to join, remain and develop within the Trust. Strong equality, diversity and inclusion

at all levels will underpin consistently good patient care across all services.

This section provides examples of the progress that has been made on each of the staff objectives. As may be expected, the focus has been on supporting staff during the pandemic.

Consider how our decisions will affect equality and reduce unfavourable effects.

In response to the evidence published regarding the disproportionate impact of COVID-19 on people from Black, Asian and Minority Ethnic backgrounds, the Trust took swift action to review its risk assessment approach that was already in place for supporting other vulnerable groups. The review involved staff from Black, Asian and Minority Ethnic backgrounds and the approach was revised to include Black, Asian and Minority ethnicity to be considered 'at-risk' and 'vulnerable' to COVID-19.

A self-assessment was produced to enable staff to consider their risk factors and open up conversations with managers. The self-assessment is also included in on-boarding new staff. As part of the long-term digital solution to recording risk assessments, the Trust used the Empactis System to review and support staff on an on-going basis and to help to continue those important conversations.

A COVID-19 Black, Asian and Minority Ethnic Engagement Group was established of staff from across the Trust, in different roles and bands, to inform and shape the support to staff during the pandemic. The Group developed a communications campaign

including letters to all staff, vlogs, posters and other resources to encourage uptake of self-assessment and risk assessment, about the importance of risk assessment, addressing myths as well as how Personal Protective Equipment can be used to feel safe in work. The result is that the uptake of risk assessment is consistently above 97%.

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MFT Managers: Have Your Team Members Had Their COVID-19 Risk Assessment Yet?



- Input your team-members self-risk assessment outcome into Empactis.
- Complete the full risk assessment for vulnerable staff on Empactis.
- Empactis link: <https://healthcases.empactisapp.com>

The Trust is building on the success of the COVID-19 Black, Asian and Minority Ethnic Engagement Group and is establishing a COVID-19 Disability Engagement Group and a COVID-19 LGBT Engagement Group to understand the issues for diverse staff groups and put in place approaches to safeguard their health and wellbeing. The purpose of the engagement groups is to ensure that workforce initiatives aimed at protecting and supporting staff during COVID-19 are informed by and co-produced with staff.

The groups provide a way of rapid design when needed, working with diverse staff groups as an equal expert. They provide a way of understanding the concerns of diverse staff groups, a way of escalating issues and act as advocates to disseminate communications. The engagement groups report through to the Trust's Strategic Group/Executive Leadership Team as illustrated in the diagram below.



Know who our staff are by equality and their experiences and reduce any differences that we find.

The Trust conducted a COVID-19 Staff Survey to further understand staff experience during the pandemic. The Survey asked about:

- Risk Assessments.
- Personal Protective Equipment.
- Staff testing.
- Employee Health and Wellbeing.
- Freedom to Speak Up Campaign.
- What has done well and what could be improved.

3,122 (13%) staff completed the survey. The survey indicated that some staff:

- Had not noticed or understood the letter about risk assessment.
- Had questions about impact on career of having a risk assessment.
- Had questions about the level of clinical knowledge needed to complete a risk assessment.
- Had questions about storage of records.
- Had questions about Personal Protective Equipment for different areas.
- Had questions about how to speak up about work environment.

The results of the Survey informed the communications campaign that was co-produced with the COVID-19 Black, Asian and Minority Ethnic Engagement Group as follows:

- Follow up letter sent directly to staff from Black, Asian and Minority Ethnic backgrounds.
- Posters raising awareness about risk assessments.
- Executive Blogs about risk assessments and Freedom to Speak Up Campaign.
- Email cascade from Medical Directors and Nursing.
- A video; simple training video on risk assessment for managers.
- Monitoring of the up-take of risk assessment.

The COVID-19 Black, Asian and Minority Ethnic Engagement Group continues to provide the lived experiences of staff that informs priorities and shapes responses to them.

Take a zero tolerance approach to bullying, abuse and harassment.

The Trust is part of a Greater Manchester Partnership hate crime reporting centre. The Hate Crime Reporting programme has been launched and hate crime reporting procedures rolled out across the Trust supported by training on recognising hate crime and what to do if staff witness hate crime.

The Trust's diversity networks are engaged to examine potential for leading on providing support for duty of care procedures for staff involved in reporting or who are victims of hate crime.

The Safeguarding Team are developing hate crime reporting awareness training to Safeguarding Champions and meeting Trust safeguarding requirements for patients and staff.

The Risk Management Team are looking at how existing reporting mechanisms may be amended to allow data collection of any recorded incidents of hate crime on the Trust site, and added to the new Incident reporting form to allow recording of possible hate crime.

The Trust security provider partners, Sodexo, are examining options for how hate crime reporting methodology links to current practice around dealing with criminality on site.

NHS
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**RACISM
HOMOPHOBIA
DISCRIMINATION
RELIGIOUS HATE**

**IT DOESN'T HAVE TO BE VIOLENT
TO BE A HATE CRIME**

Any act or behaviour that can be considered a hate crime towards anyone using or working here at MFT will not be tolerated and will be reported to the police.

If you believe that you have been the victim of a hate crime, or you have witnessed a hate crime, you can report it:
By calling Greater Manchester Police on 101
OR
Online at the national True Vision reporting site: www.report-it.org.uk

**LET'S END
HATE CRIME.**

Work towards being a Disability Confident Lead employer.

The Trust is a Disability Confident Employer. This means that the Trust actively looks to attract and recruit disabled people, through an inclusive and accessible recruitment process, offers interviews to disabled people who meet the minimum criteria for the job, is flexible when assessing disabled job applicants in order that they can demonstrate their ability to fulfil the role, proactively offers and makes reasonable adjustments as required and provides work experience to disabled people.

However our Workforce Disability Equality Standard has shown there is more that we need to do. That is why this year we have partnered with Manchester Health and Care Commissioning and Manchester City Council to develop a system wide approach to reasonable adjustment. The organisations attended workshops delivered by the Business Disability Forum where we explored the key issues to workplace reasonable adjustments. The next step over the next 12 months is to develop a reasonable adjustment policy that will be led by the COVID-19 Disability Engagement Group with support from the Business Disability Forum.



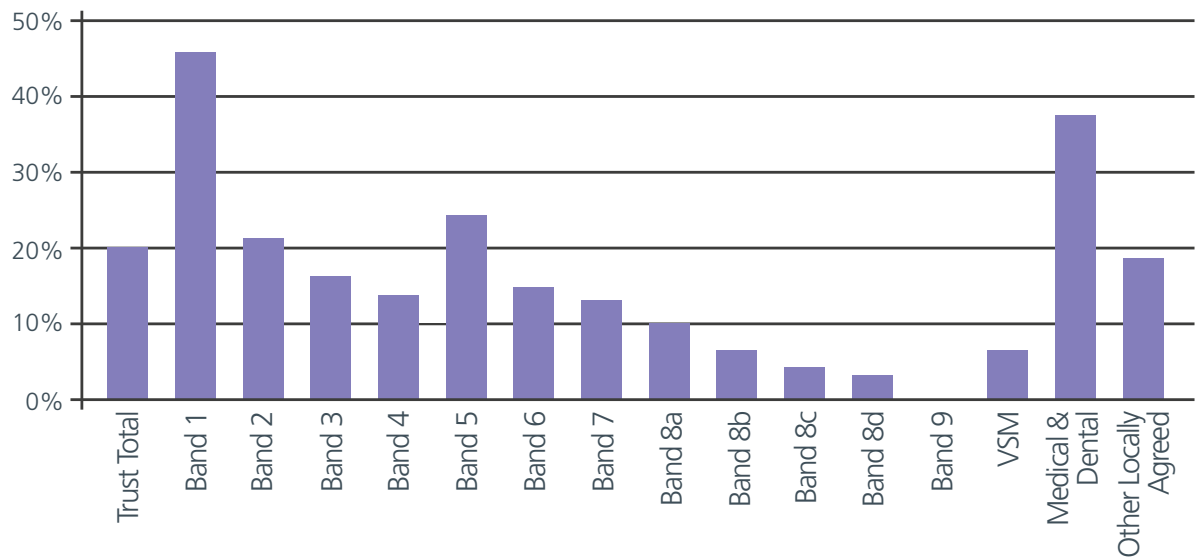


Increase ethnic diversity at Board and senior management levels.

The Trust’s Workforce Race Equality Standard (WRES) Report highlights that the overall ethnic diversity of the Trust is increasing year on year and reflects the Greater Manchester population. However, the Trust is significantly less diverse at Agenda for Change (AfC) bands 8a and above as illustrated in the

chart below. These results are reinforced by Staff Survey data, in which staff from Black, Asian and Minority Ethnic backgrounds are less likely to say that the Trust provides equal opportunities for career progression or promotion.

MFT Black, Asian and Minority Ethnic Workforce Profile by Band



The Trust has developed the Removing the Barriers Programme (the Programme) to increase the ethnicity diversity of the workforce at bands 8a and above in

consultation with the, then, Black, Asian and Minority Ethnic Network.

The Programme is comprised of action in four areas across the employee life cycle as follows:



Workforce planning and culture.



Attraction and recruitment.



In-role leadership development.



Talent Management.

The progress made on the Removing the Barriers Programme to date includes:

- The Trust's Attraction Strategy, 'All Here For You' has equality, diversity and inclusion embedded in it to ensure that the campaign reflects the diversity of the communities the Trust serves.
- A Diverse Recruitment Panel's Scheme has been successfully piloted and implemented as a mandatory requirement for recruitment to roles at band 8a and above. To date over 20 interviews at band 8a and above have been supported since becoming a requirement in September 2020.
- A Reverse Mentoring Scheme has been piloted and is now transitioning into business as usual. Over 30 members of the Trust's senior leadership have signed up to the Scheme.
- Five staff members are on a bespoke development scheme at roles band 8a and above.
- Engagement targets are set with senior leadership and a collaboration hub is established to engage colleagues on developments.

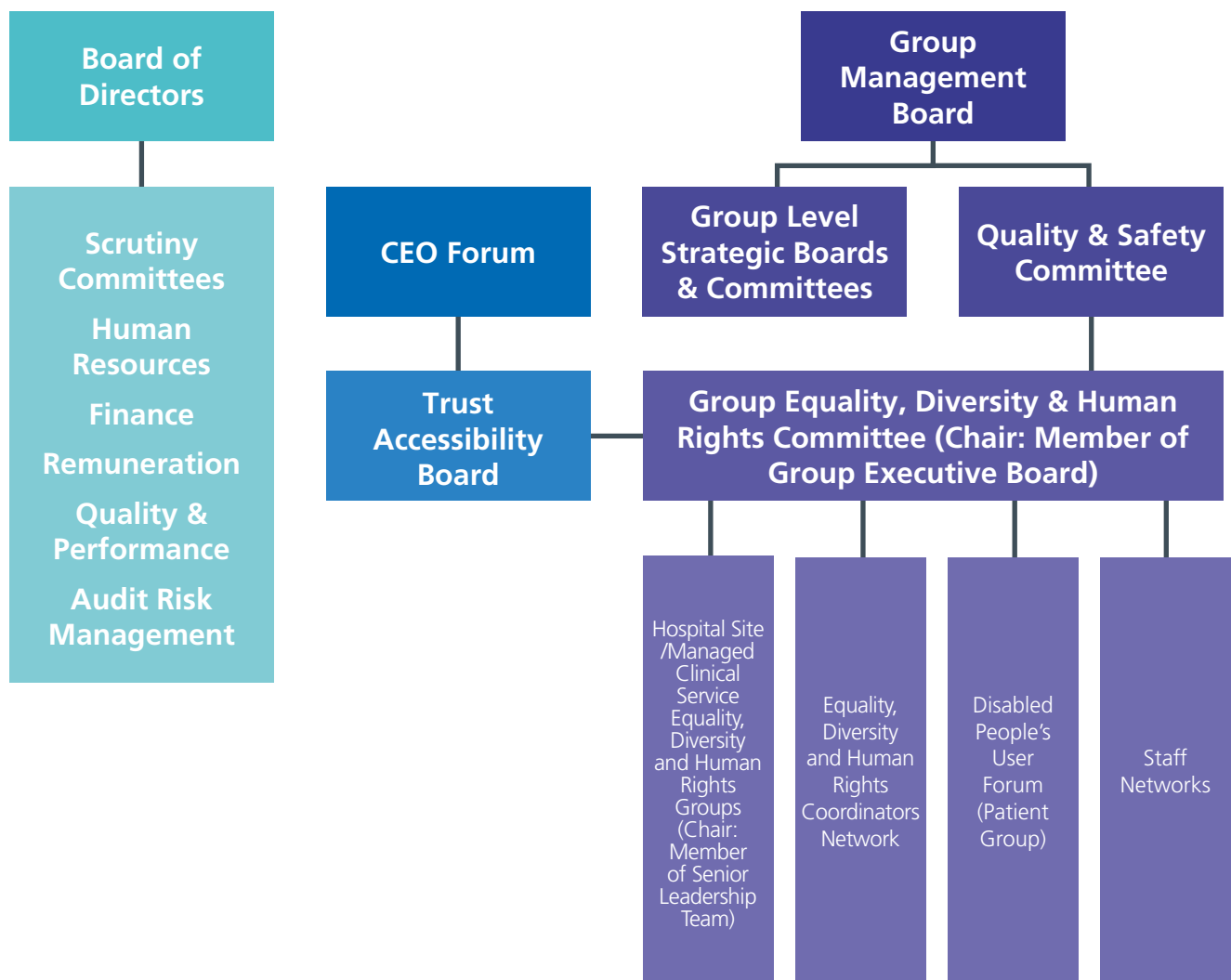
Section Four

Inclusive Leadership

One of our strategic aims is ‘inclusive leadership’. The Trust will be recognised as a vanguard for equality, diversity and inclusion creating organisational and system wide changes to improve equality outcomes for patients their families and carers, service users and staff.

The Trust’s equality, diversity and human rights governance structure shown below is built on the principle of leadership and

inclusion. It includes a Group Equality, Diversity and Human Rights Committee (GEDHRC) that reports to the Group Quality and Safety Committee. The GEDHRC receives reports from the Hospital/Managed Clinical Service and Local Care Organisation Equality, Diversity and Inclusion Groups, the Equality and Diversity Coordinators, Staff Diversity Networks as well as the Disabled People’s User Forum (patient group).



Diverse Representation in Command and Control

The Trust was committed to ensuring diverse representation in its COVID-19 command and control governance structure. Expressions of interest were sought from staff from Black, Asian and Minority Ethnic backgrounds and 70 staff came forward to contribute to the leadership of the Trust in managing the

Pandemic response. As a result, opportunities were opened to join recovery work streams as well as command and control enabling the Trust to benefit from their skills and experiences. The experiences of some of the staff are illustrated in the quotes below.

I am a Senior Cardiac Radiographer in Clinical Scientific Services (CSS). I am a member of the CSS Operational Excellence Group. The Group provides scrutiny of operational matters in order to raise concerns to the Board. Ensures corrective action has been initiated and managed regarding to COVID 19. It provides assurance in operational performance and activity planning. I feel honoured being a member of the Group. It enables me to pass on information to my colleagues from Black, Asian and Minority Ethnic backgrounds. To raise concerns. And to support our the Group to understand the issues that colleagues from Black, Asian and Minority Ethnic backgrounds may face.

So far it's been a great insight into what the Trust finance team do "behind the scenes". Ample opportunities to ask questions and detailed responses are given.

Inclusive Leadership Training

The Trust has partnered with Pearn Kandola (PK) to deliver inclusive leadership training to senior leaders from across the Trust. The sessions will introduce the competencies and behaviours that inclusive individuals demonstrate on a daily basis, provide participants the opportunity to reflect on their own strengths and risks, and give leaders an opportunity to plan what changes they wish to make to their own leadership style. Leaders will be invited to:

- Commit to continuing own learning on equality, look for opportunities to increase own awareness and understanding.
- Make time to talk to diverse staff groups to understand their diverse experiences and engage diversity about what needs to change.
- Secure diverse representation on decision making structures.
- Be open to diverse views and role model that open culture.

- Develop rationale for work on and commitment to equality and communicate it consistently and regularly.
- Create opportunities for discussing equality within their hospital, managed clinical service, community services and corporate services.
- Proactively look for opportunities to visibly lead on equality for example by celebrating successes.
- Visibly lead on behaviours and challenge inappropriate behaviours.
- Take positive action to recruit a diverse leadership.



North West Equality, Diversity and Inclusion Leads' Network

The Trust recognises the importance of working in partnership to deliver the best quality care for patients and staff. One of our partnerships is as part of the North West Equality, Diversity and Inclusion Leads' Network co-chaired by the Trust's Assistant Director of Equality, Diversity and Inclusion. The Trust was instrumental in championing the Better Together initiative to create capacity within the North West NHS Equality and Diversity community.

The Trust led on an initiative to produce a compendium of key performance indicators and guidance on using them. The Compendium brings together NHS workforce

equality reporting requirements into one place and includes Network members' learning from producing and using the reports. The compendium has been rolled out and well received by Network members, particularly those newer to the NHS and/or leading on equality, diversity and inclusion.



Section Five

Celebrating Diversity

The Trust recognises that it is important to share and celebrate the diversity of our communities. It is this diversity that makes us stronger. We are all unique and individual and by celebrating diversity we seek to understand and celebrate

each other's differences. It means creating an environment where we can all be ourselves, and creates a culture where we are able to embrace and benefit from the rich knowledge, experience and skills of our diverse population.

Virtual Pride 2020

This year saw Pride Festivals across the country moved to virtual Prides. Our Trust also took part. The Group Equality and Diversity Team, alongside the Trust's LGBTQ+ Staff Network organised various events to mark and celebrate the month. The LGBTQ+ Staff Network launched a new virtual zone for members on the Learning Hub. This virtual space offers a place where members can meet virtually to connect and access up to date resources from a range of organisations. Staff added a virtual Pride Flag to their email signatures. The Pride Flag was raised on the flagpole outside Manchester Royal Infirmary. Pride flags were also distributed around the Trust to be displayed to visibly support LGBTQ+ inclusion, as can be seen in these photographs and articles from LGBT colleagues and allies were also published in the Trust's weekly newsletter, MFTiNews sharing what Pride means to them.



South Asian Heritage Month

South Asian Heritage Month was launched for the first time at the Trust in 2020 and runs annually between July 18th and August 17th. It aims to raise the profile of South Asian heritage and history in the UK through education, arts, culture and commemoration. The Trust celebrated with online blogs and vlogs from staff of South Asian origin. Dr Binita Kane, a Consultant at the Trust and co-founder of the month said, "MFT have a huge number of staff from the eight countries of South Asia, from doctors and nurses, to porters, pharmacists, domestic staff and more. It is estimated that up to 30% of the NHS workforce is of South Asian origin and many of us have parents and grandparents who helped to build the NHS from its inception. The month is about reclaiming British-South Asian identity, getting our stories heard but also provides a space to discuss issues that affect South Asian communities".



Black History Month

Black History Month each October, gives recognition to the contributions of black people in all aspects of life in the UK and joyously celebrates African, Caribbean and black British culture. The Trust celebrated with a month long programme of events and resources including:

- A Black History Month-Resource Pack.
- Books donated by Amazon and WHSmith available in the Trust's libraries.
- Equality Talks; a series of virtual workshops on the subjects of, 'What it means to be non-racist and to be anti-racist', 'The Impact of COVID-19 on people of African and Caribbean backgrounds' and 'Workforce race inequalities and inclusion in NHS providers'.
- Movers and Shakers; A series of vlogs showcasing the outstanding contributions of Black, Asian and Minority Ethnic staff, their experiences of career development, hopes and aspirations.
- Events were closed by a choir, who delivered an amazing and uplifting virtual performance as the Trust ended the month on a high note.



Making Histories e-book

2020 has been an unprecedented year in which the NHS has been challenged by COVID-19 on a scale and at a pace not previously seen. The Trust serves amongst the most diverse communities in the country, which is reflected in the Trust's workforce. Coming out of South Asian Heritage Month and Black History Month, staff from Black, Asian and Minority Ethnic backgrounds have shared their personal stories the Making Histories e-book. It is a celebration of the contributions of our Black, Asian and Minority Ethnic staff, which speaks of passion and commitment to caring for patients, to the Trust and to the NHS.

[You can view the Making Histories e-book by clicking here.](#)



Disability History Month

The 18th November to the 20th December 2020, was Disability History Month (DHM) and this year's national theme was, 'Access'. The month opened with a video of patients and staff talking about why Access Matters:

<https://vimeo.com/264582281/05aadea234>

This year, staff took the opportunity to share what the month means to them. If you would like to view the vlogs please use the links below:

<https://vimeo.com/488127975/759469d17e>

<https://vimeo.com/488128277/b196e1387a>

Other activities included:

- Disability e-learning.
- Guidance on hearing loops.
- Guidance on Access to Work.
- Access Guides.

The Trust is committed to creating a disability-inclusive environment for our people and our patients. We subscribe to the social model of disability. The social model focuses on the social and institutional barriers which restrict disabled people's opportunities. The social model sees the person first and argues that the barriers they face, and not their impairments, are what cause them to be disabled.



Barriers can make it impossible or very difficult to access jobs, buildings or services. Still, one of the biggest barriers is attitudes to disability. The social model says removing the barriers is the best way to include millions of disabled people in our society. Someone with mobility impairment, for example, becomes disabled when they encounter a building or service that's inaccessible to them due to the way it's been designed.

Section Six

Governance

The Trust's equality, diversity and human rights governance includes a Group Equality, Diversity and Human Rights Committee that reports to the Group Quality and Safety Committee, the Workforce and Education

Committee and to the Human Resources Scrutiny Committee. The chair of the Human Resources Scrutiny Committee is the Board Diversity Champion, John Amaechi OBE.



The Board Diversity Champion

John Amaechi OBE

John not only brings a passion for equality, diversity and inclusion, but a wealth of experience to help challenge the organisation to think creatively about inclusion. As well as

being one of our non-executive directors, John is an organisational psychologist and a high performance executive coach. He is also a New York Times best-selling author

and a former NBA basketball player. John is also sought-after for his contribution to helping brands understand how to energise and use cause marketing and corporate social responsibility as a client and personnel engagement tool. In the UK, John has his own charitable sports and community centre with more than 2,500 young people per week going through its doors receiving schooling in sport, leadership and life skills.



Group Executive Director Workforce and Corporate Business Group Executive Lead for Equality, Diversity and Inclusion

Peter Blythin

I am passionate about the Trust's equality, diversity and inclusion agenda, which we can achieve by working together to deliver *Diversity Matters*.

Promoting equality, diversity and inclusion are at the heart of our Trust values. They are all about bringing people together, to focus our efforts on creating an inclusive culture, to advance workplace equality and to deliver person-centred care. Our attention to *Diversity Matters* has been strengthened this year in part because of the Covid-19 Pandemic. The implementation of robust risk assessment processes and the establishment of the COVID-19 Black, Asian and Minority Ethnic Reference and Engagement Groups has helped to inform and shape the support for staff during the Pandemic. In this context the Trust has built on the success of these groups by establishing LGBTQ and Disability Engagement Groups.

This year's Black History Month celebrations, which, despite the Pandemic, was a month long celebration. It included weekly staff vlogs about their lived experiences and contributions from allies about what Black History Month means to them. Weekly virtual

Equality Talks, books donated by Amazon and WH Smith that are in our libraries, a Resource Pack to facilitate conversations about race equality, and culminating in a closing event launching our Black, Asian and Minority Ethnic Staff Network were also included. All brought to a close by a Trust choir, who were truly outstanding.

Removing the Barriers, our programme for increasing diversity at senior levels, including our hospitals, managed clinical services, community and corporate services setting targets has progressed this year. Plans have moved into practice as we continue to foster a culture where colleagues from all backgrounds can flourish. I am committed to continuing to lead the advancement of an inclusive culture at the Trust based on positive attitudes towards welcoming the diversity of patients, their families, carers and meeting diverse needs, where all staff feel that they belong and are valued.

I look forward to working with staff across the Trust especially our Staff Networks to *Diversity Matters* so MFT is one of the best places to work and receive care.



Joint Group Medical Director Chair Group Equality, Diversity and Human Rights Committee

Toli Onon

It is a great privilege for me to chair our Group Equality, Diversity and Human Rights Committee (GEDHRC) at the Trust. This is a committee working to promote

the best environment across the Trust in which our passion for equality, diversity and human rights can flourish. We want to make a critical contribution to our Trust, such that the care we provide to all our service users is of the highest quality and safety – and the workplace for our dedicated staff assures their safety and personal development, too. Therefore our GEDHRC is a sub-committee of the Group Quality and Safety Committee, and through that route we provide assurance to our Board of Directors.

We want our committee to truly make a difference – to patient outcomes, access and experience; to staff working lives; and to support the organisation in delivering ever-better care to our local population and those who travel far to use our services. This great city-region of Manchester and its surrounding counties, is one of the most diverse parts of the country. What an honour for the Trust to serve such a population! There is so wide a variety of characteristics, beliefs and experience amongst our patients and staff – a diversity that deserves respect and from which much can be learned. As the GEDHRC, we have a duty to harness our authority and influence to drive change through application of the Trust's Equality, Diversity and Inclusion Strategy; to oversee new Group-wide initiatives aligned to the strategic aims of the Trust; and to ensure we have the right processes and organisational structures in which all can perform at their best.

Most important of all, we want a culture in which the full spectrum of diversity is valued – a culture in which all patients are treated with respect and personalised care, all staff are supported to reach their potential; and we are not afraid to challenge those who denigrate our values. Diversity comes

in many forms – diversity of faith, of physical and intellectual ability, of sexuality and gender, of race and culture, of age and language – and every one of us, should be valued for our characteristics and positive choices.

The genuine delivery of 'equality, diversity and human rights' really matters to me, because I personally have gained so much through others' respect for those values. I am the child of refugees from a war zone – my parents escaped from repressive revolution to democracy. Thanks to the great nations who gave them citizenship, liberty and residence, I was born into an environment where I could flourish. I encountered so many people who believed in equality, celebrated diversity and respected human rights; and I thank them for what they did for me. Everyone has the right to celebrate their diversity, everyone deserves equal access to opportunity, and in the community of the Trust we all have an obligation to support each other.

We have seen in 2020 how there are still too many inequalities in our society, and how much work is still to be done to alleviate disproportionate impacts on the health and wellbeing of so many. The relevance of our committee is beyond dispute; the challenge for us, is making the most of our opportunity to contribute to the Trust's wider effort to reduce healthcare inequality and drive up standards of care to our most vulnerable patients.

We are a great organisation in a great city – that's not to say we can't do better – of course we can! But we can take pride in all that has been achieved in these challenging times, and commit ourselves with humility to taking the next steps. This report describes what has already been done, and demonstrates our platform for the next stage in the journey to a fairer, more equitable and proudly-diverse organisation.

Group Equality, Diversity and Human Rights Committee (GEDHRC)

The Group Equality, Diversity and Human Rights Committee (GEDHRC) is a sub-committee to the Group Quality and Safety Committee.

The GEDHRC has a strategic role rather than an operational function. In this context it will work to promote the culture and positive conditions for equality, diversity and human rights to flourish within MFT. The Committee will identify and share good practice from within and out with the Trust. It is also expected to oversee the development and implementation of approaches that require group wide consistency.

The Committee will provide assurance to the Group Quality and Safety Committee and through that Committee to the Board of Directors.

The scope of the GEDHRC includes patient outcomes, access and experience and include responsibility for all relevant workforce matters. The specific duties are:

- Advise on strategy development and oversee the continuous improvement of standards of quality and safety for the diversity of the Trust's patients and staff.
 - Shape the strategic direction and priorities for equality and diversity and drive change through application of the Trust's ED&I Strategy.
 - Oversee the development and implementation of group wide initiatives aligned to the high-level strategic aims of the Trust.
- Manage and report on the equality and diversity risk register.
 - Take account in driving strategic change of specific equality and diversity statutory and contractual duties including;
 - » Equality impact assessment
 - » Equality monitoring
 - » Equality Delivery System 2
 - » Accessible Information Standard
 - » Workforce equality and diversity including Workforce Race Equality Standard and Workforce Disability Equality Standard
 - » Links to CQC
 - » Learning and development.

Hospital, Managed Clinical Service, Local Care Organisation and Corporate Services Equality Diversity and Inclusion Groups

Our hospitals, managed clinical service, local care organisation and corporate services each have an equality, diversity and inclusion group. The Groups promote inclusive cultures across their services to improve access to and experiences of services and working at the Trust. The Groups lead on development and oversight of improvement plan drawn from the annual Equality Delivery System assessment. The Groups also oversee:

- Equality impact assessment
- Equality monitoring
- Accessible Information Standard
- Access Able Access Guides
- Workforce equality and diversity plans
- Equality and Diversity Week.

The Groups make recommendations and escalate issues to the Group Committee and their Executive.

Equality and Diversity Coordinators

The Trust has a network of talented and dedicated Equality and Diversity Coordinators within our hospitals, managed clinical services, community services and corporate services. Our Coordinators:

- Actively promote, celebrate and raise awareness of equality, diversity and inclusion (EDI) issues.
- Support and encourage engagement in all equality and diversity initiatives.
- Share and promote best practice.
- Engage and communicate regularly with staff at a local level on matters concerning EDI.
- Act as a local resource / point of information on EDI.
- Co-ordinate the Equality Delivery System (EDS) self-assessment at local level.

Disabled Patients' User Forum

The purpose of the Disabled People's User Forum is to listen to the views and experiences of disabled patients and enables them to influence decision making within the Trust's hospitals. This influence aims to improve the access to, experience of, and quality of health care for disabled people within our hospitals.

The Disabled People's User Forum has a pan-disability membership that meets four times a year to discuss projects and initiatives at the Trust. This year the Forum has consulted on:

- Outpatient letter standardisation and digitalisation.
- Text message appointment reminders.
- Outpatients Recovery.
- Implementing the Accessible Information Standard.
- Way finding.
- Midwifery Disability Advocates.
- Changing Places Facilities.



LGBT+ Staff Network

The Trust's LGBT+ Staff Network was formed in 2019 and has continued to grow with over 500 members including allies. This year the Network supported the distribution of over 5000 rainbow badges across the Trust. This means that over 5000 staff accessed learning resources and made a pledge to support LGBT+ inclusivity to earn their Rainbow Badge.

With the restrictions of COVID-19, the Network quickly adapted to ensure it could continue to support and engage its members by introducing a virtual meeting area on the MFT Learning Hub. The offer of virtual meeting spaces meant that members have been able to continue to access peer support.



NHS
Manchester University
NHS Foundation Trust

LGBT+ Staff Network



Black, Asian and Minority Ethnic Staff Network

The Trust's Staff Network Black, Asian and Minority Ethnic Staff Network launched on 29th October 2020. Over 260 staff had signed up to membership with 24 colleagues on the Network Committee to run the activities and progress the development of the Network.

The Network will create a community for staff to connect with each other, share their lived experience, knowledge and diverse ideas to help drive change to support the Trust to be the best place to work. The key aims of the Network are:

- Build a sense of community across geographical boundaries.
- Provide opportunity where members may share experiences.
- Provide support, guidance and signposting where appropriate.
- Enable staff to feel that they are part of and have a vital role to play in the Trust.
- Assist the Trust in formulating new and reviewing existing policies and procedures.
- Disseminate best practice and ideas to Network members and beyond as appropriate.

Together We Can Make a Difference

Connect:
Connect
with other
colleagues.

Share:
Share
our lived
experience,
knowledge and
diverse ideas.

Drive:
Together let's
influence
change.

Meet the Equality, Diversity and Inclusion Team

The Equality, Diversity and Inclusion Team is responsible for leading on developing and delivering and reviewing *Diversity Matters*, the Trust's equality, diversity and inclusion strategy

2019-2023 in order to promote the culture and positive conditions for equality, diversity and inclusion to flourish within the Trust.

The Team:

- Translates national advice, guidance, standards and legislation into Trust policy and practice.
- Provides advice and assistance on practice, contact equality@mft.mhs.uk
- Provides advice, assistance and quality assurance on equality impact assessment, contact equality@mft.nhs.uk
- Creates and runs programmes of work with hospitals, managed clinical services and community services.
- Creates resources, you will find these on the equality page of the staff intranet site.
- Creates learning resources that you will find on the Learning Hub, search equality.
- Runs communication campaigns.
- Analyses the Trust's performance on service and workplace equality, diversity and inclusion and translates this into continuous improvement actions.
- Benchmarks with other Trusts and organisations to bring the best pf practice into the Trust and to share Trust practice.
- Produces the Trust's statutory reports. You will find these reports on the Trust's website.
- Runs a Disabled Patients' User Forum, contact equality@mft.nhs.uk

- Supports staff networks, you will find information about these on the equality page of the staff intranet site.
- Supports Equality, Diversity and Inclusion Groups in hospitals, managed clinical services and community services.
- Partners with organisations in Manchester, Greater Manchester and the North West and beyond to work in systems.

The Team includes:

- Assistant Director, Equality, Diversity and Inclusion
- Equality and Diversity Lead
- Inclusion Programme Manager
- Community Partnership Manager
- Advice, Governance and Information Manager
- Equality and Diversity Advisor
- Equality and Diversity Project Support Office

Conclusion

To deliver the Trust's equality, diversity and inclusion ambition, a four-year road-map was developed as part of *Diversity Matters*. The road-map is intended to identify the implications of the Strategy for the Trust's hospital and managed clinical services, community and corporate services. The Trust is on track to achieving its first year's actions outlined in the road-map. The actions that the Trust needs to focus on where more progress is needed over the coming year includes an approach to reducing the incidence and impact of bullying, harassment and abuse in addition to the second year's actions of the road-map outlined in *Diversity Matters*.

Annex 1

The Diversity of Our Patients

The Trust recognises that the diverse communities we serve and each individual who uses our services has different needs and that in order to provide safe and effective care, it is important to create an inclusive and accessible environment. It is our responsibility to meet those needs and ensure each service user receives fair care and treatment which is person-centred.

For the purpose of this report some categories have been grouped under the title of 'Not Known', this includes unassigned, NULL and

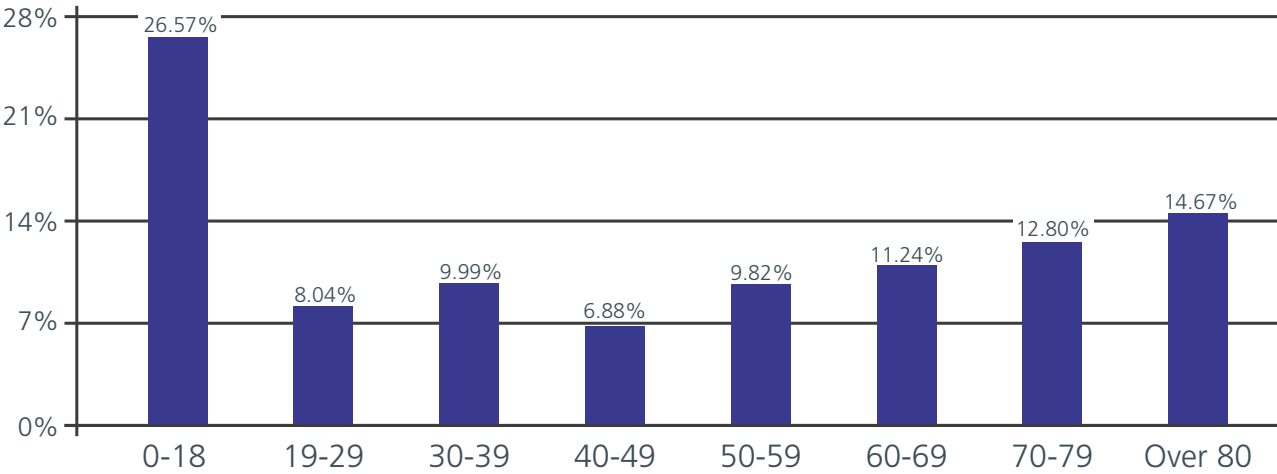
no data categories. The introduction of the Hive EPR Programme will ensure that service equality monitoring and the categories for monitoring are consistent and reportable across all services. The implementation of the Hive EPR Programme will be followed by training and resources to improve staff confidence with equality monitoring.

The following charts provide information detailing the diversity of our service users in 2020 by the protected characteristics currently collected across each of our sites.

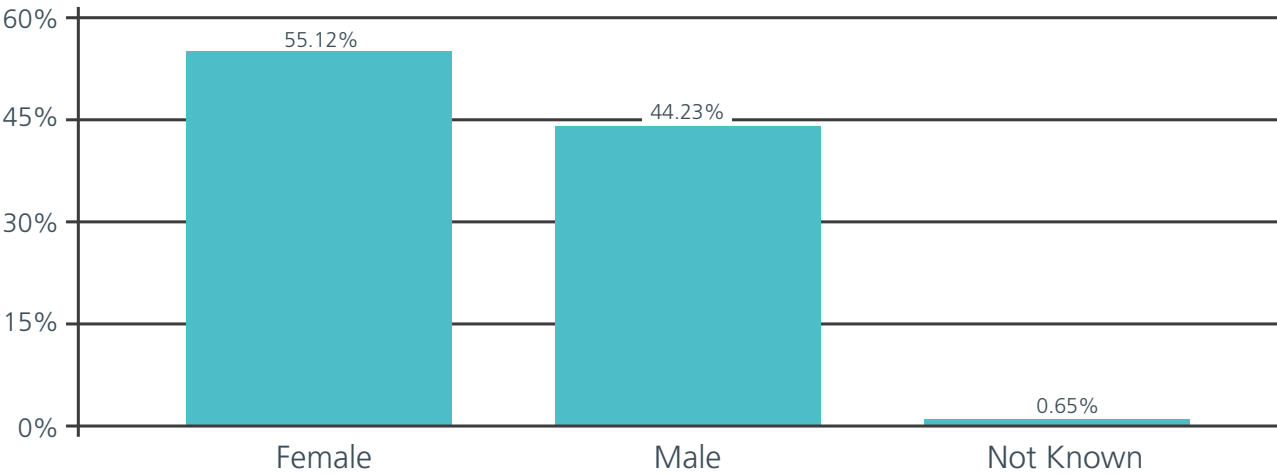




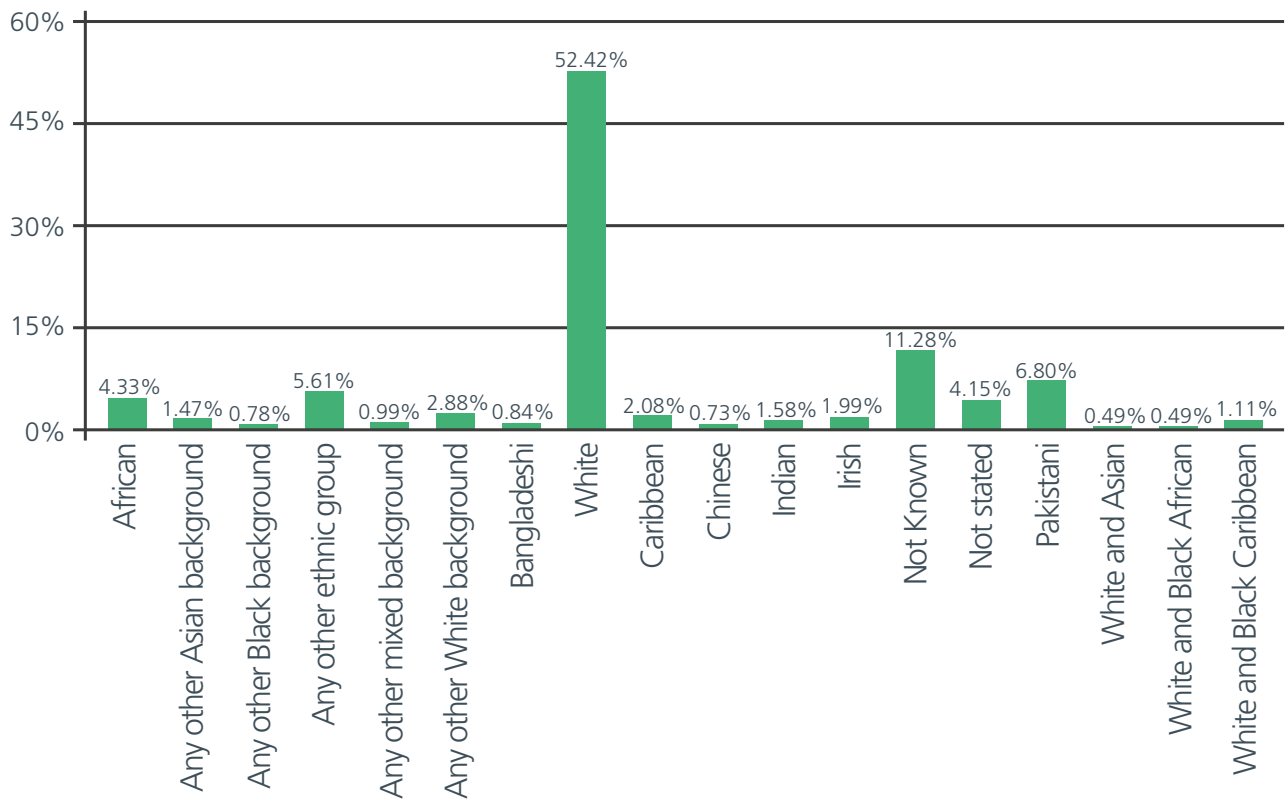
Age



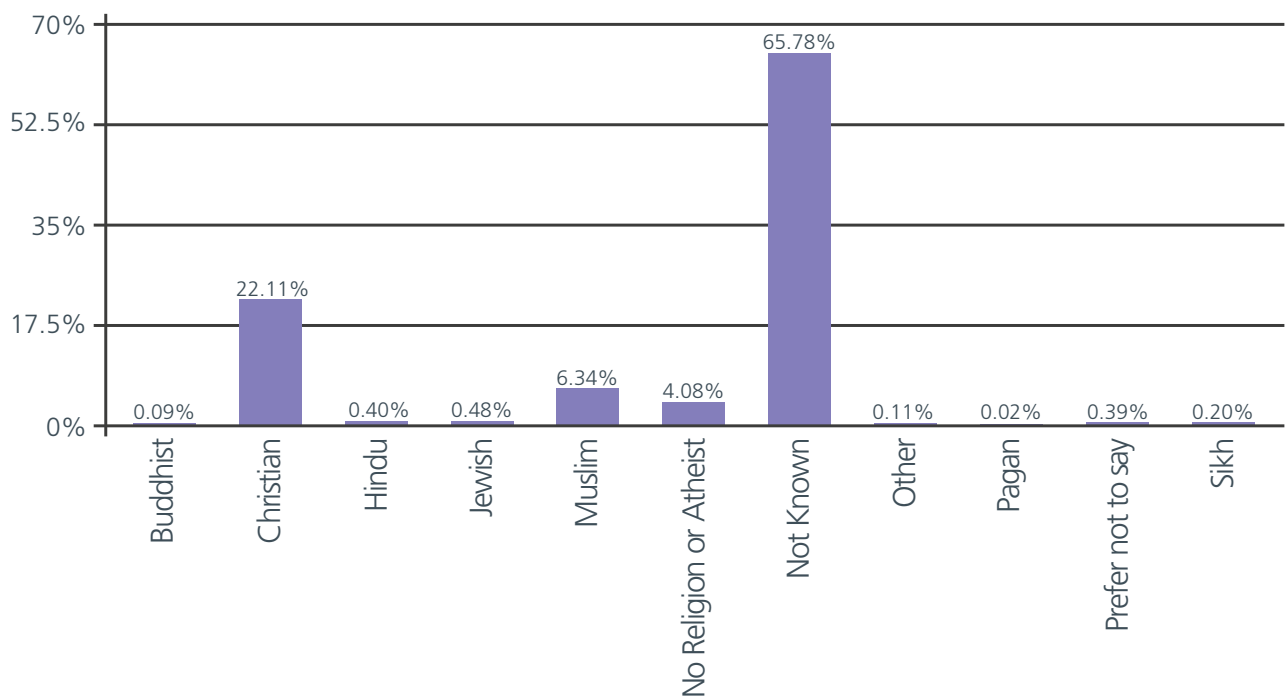
Sex



Ethnicity



Religion or Belief

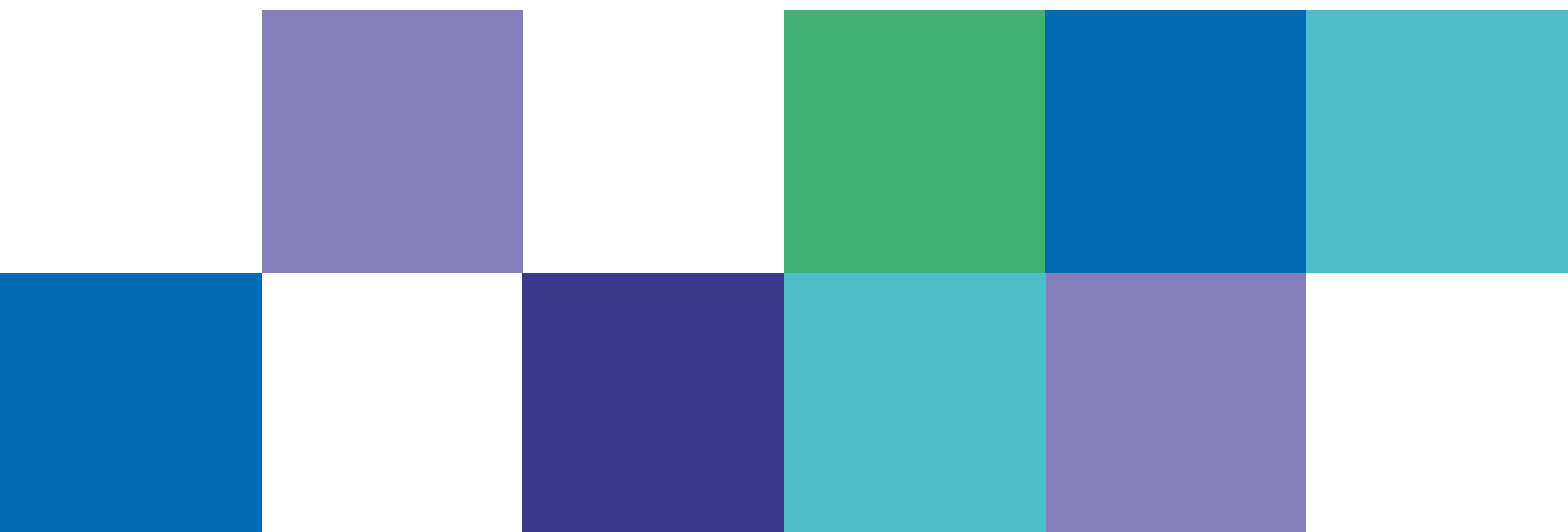


Annex 2

The Diversity of Our Staff

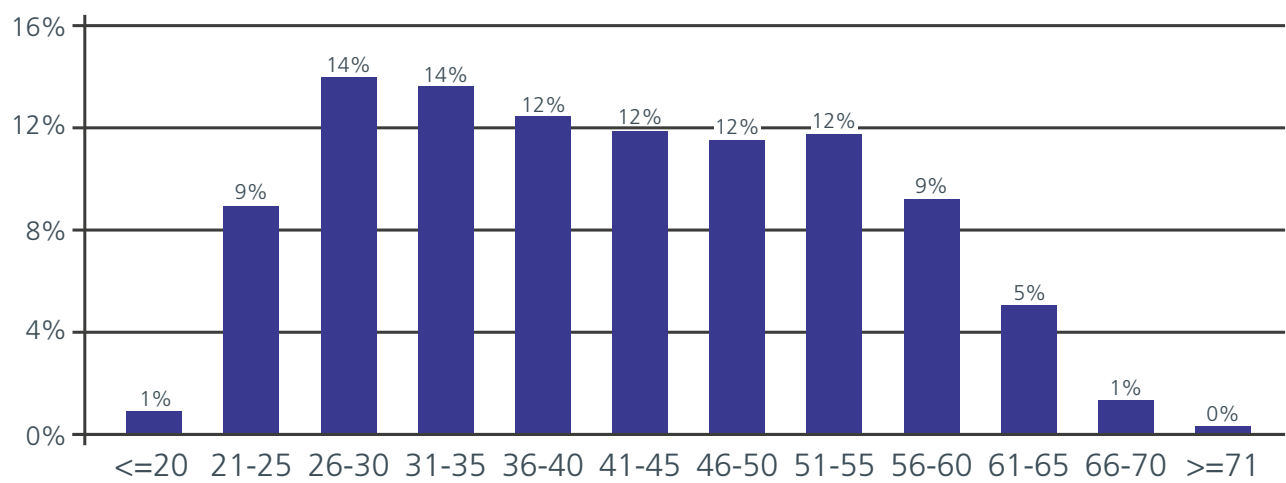
The Trust recognises the importance and benefits of a diverse workforce, and is committed to creating an inclusive, accessible and fair workplace for all employees. The Trust values the contribution of all employees and recognises that it is diversity of experience, skills and knowledge which support the delivery of the best possible services.

The following tables provide information about the Trust workforce by protected characteristic from 2020.

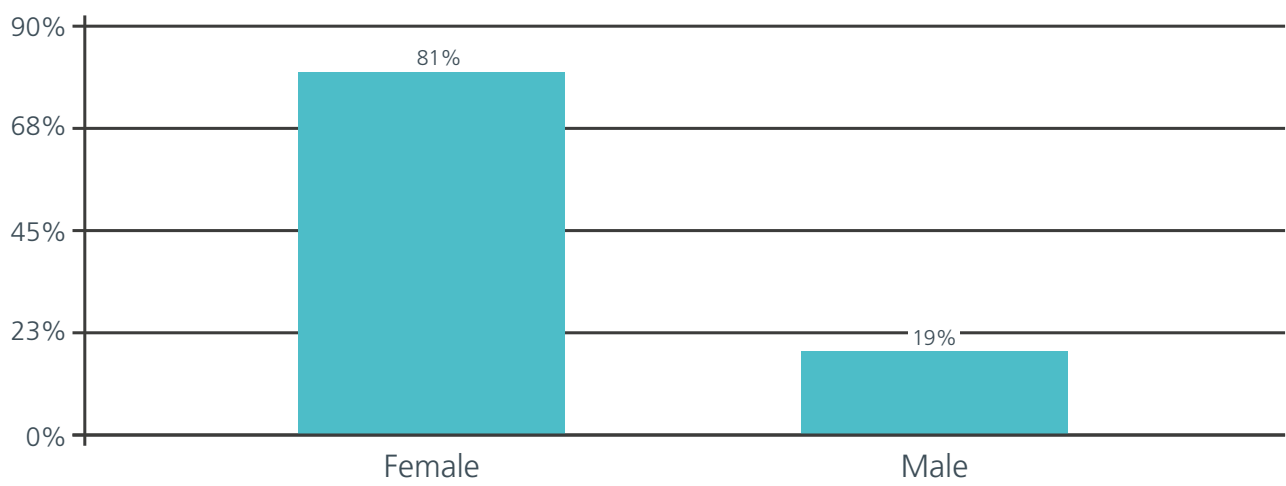




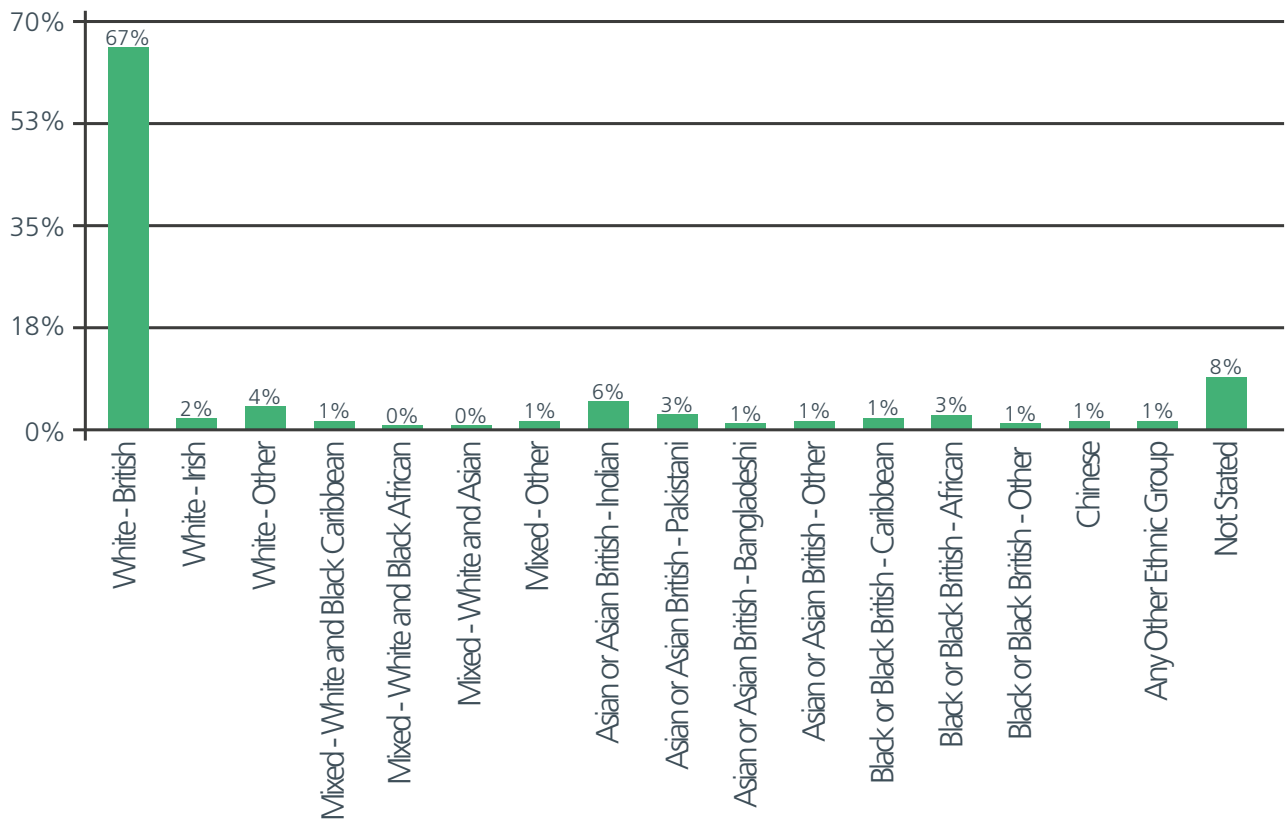
Age



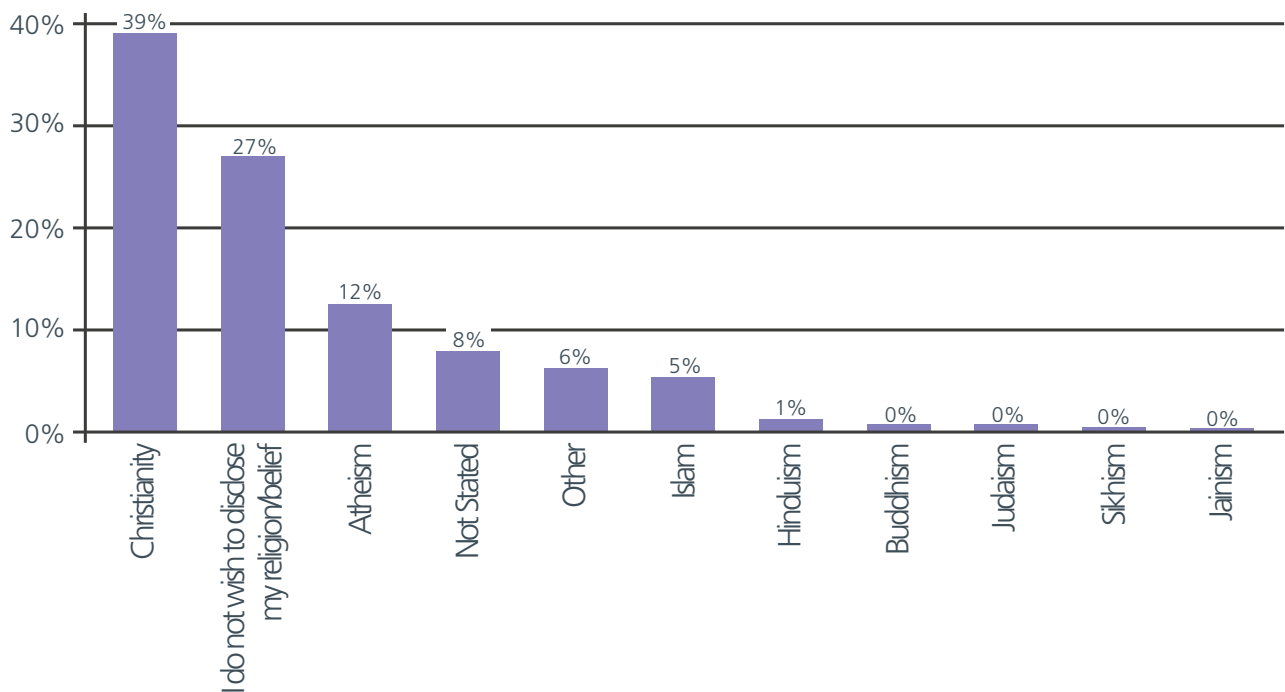
Sex



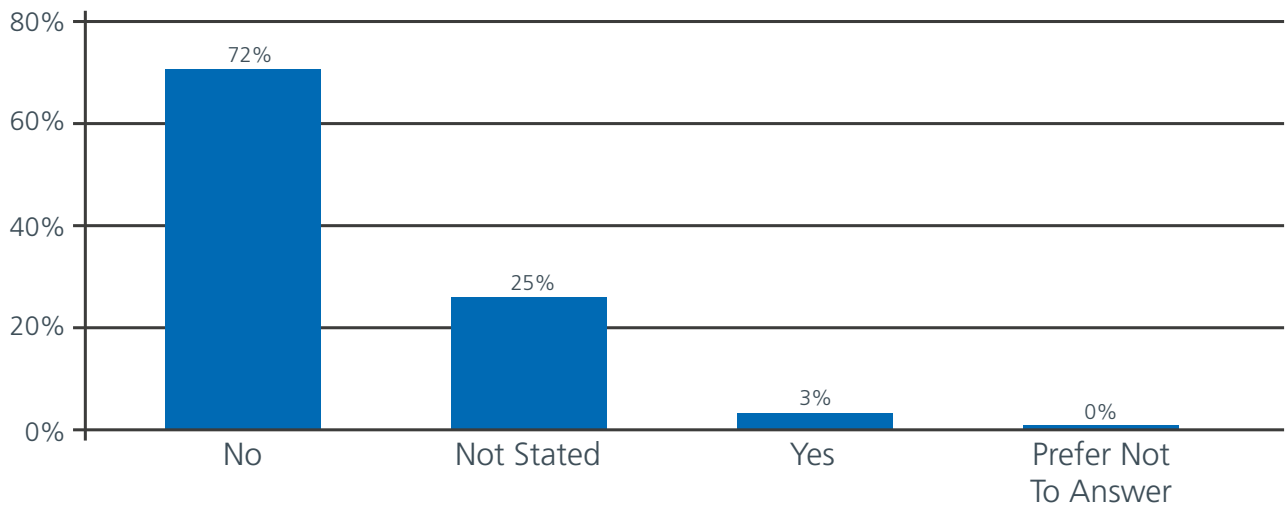
Ethnicity



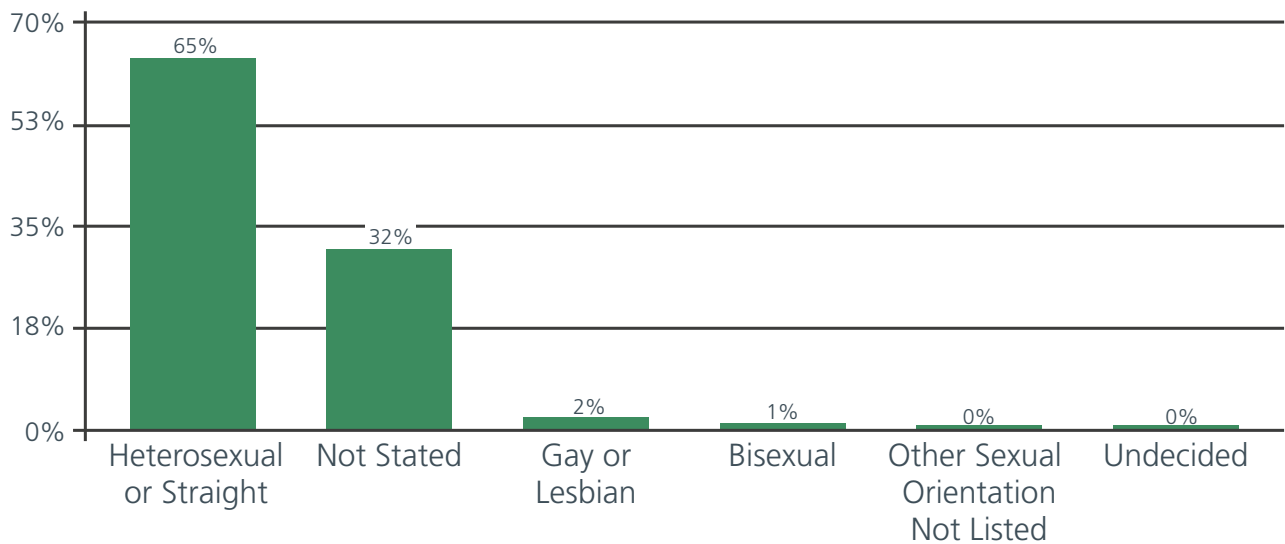
Religion or Belief



Disability



Sexual Orientation



Annex 3

Additional Resources

Equality, Diversity & Inclusion at MFT
www.mft.nhs.uk/the-trust/equality-diversity-and-inclusion/

Healthwatch Trafford
www.healthwatchtrafford.co.uk

Healthwatch Manchester
www.healthwatchmanchester.co.uk

Equality and Human Rights Commission
www.equalityhumanrights.com

Government Equalities Office
www.gov.uk/government/organisations/government-equalities-office

NHS Employers Diversity and Inclusion
www.nhsemployers.org/your-workforce/plan/building-a-diverse-workforce

Manchester Health & Care Commissioning Equality Information
www.mhcc.nhs.uk/about-us/equality-diversity

Greater Manchester Health and Social Care Partnership
www.gmhsc.org.uk

NHS England Equality Hub
www.england.nhs.uk/about/equality/equality-hub

Gender Pay Gap

Each year the Trust continues to review its pay by gender to see if there is any difference in pay between men and women. The Trust's latest Gender Pay Gap Report can be found at:
<https://mft.nhs.uk/the-trust/equality-diversity-and-inclusion/>

Work Race Equality Standard (WRES)

Implementing the Workforce Race Equality Standard (WRES) is a requirement for NHS healthcare providers, through the NHS standard contract. The Trust publishes a WRES Report each year and use the data within the report to inform actions to advance the equality of opportunity for Black, Asian and Minority Ethnic staff at the Trust. You can view the latest WRES Report at:
<https://mft.nhs.uk/the-trust/equality-diversity-and-inclusion/>

Work Disability Equality Standard (WDES)

Implementation of the Workforce Disability Equality Standard (WDES) is a requirement of public sector organisation to report against a set of ten metrics to identify variation in the experience of Disabled employees. The Trust publishes its WDES Report each year and uses the data to inform a set of actions to improve inclusivity and accessibility. You can view the latest WDES Report at:
<https://mft.nhs.uk/the-trust/equality-diversity-and-inclusion/>

Please contact the Trust's Equality and Diversity Team with any enquiries about the Diversity Matters Strategy. Email: Equality@mft.nhs.uk

